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SEPTEMBER 26, 1931

The Weekly Magazine for **MARKETING EXECUTIVES**

**A President Tells How
He Handles a Group
Selling Job**

**Is Any Concern Worth
More Than Its Sales
Plan?**

**Pacific Mills Cracks
the Department Store
Market for New Item**

TWENTY CENTS

Are you still *buying circulation* *in* BULK?



•
The Portland Market Study is so fundamental in character that no selling organization can hope to take the cream of the Portland market without using it. Ask your Portland representative to see it at once. It will show him where he can get the most profitable business at the lowest selling cost.

•

BULK GOODS went out with the horse and buggy, but a lot of advertisers are still buying newspaper circulation by the pound. They say, "Give us a million of this one, a quarter-million of this one, a half-million of that one over there." Still thinking in terms of quantity, like their grandfathers. And yet they don't buy magazine circulation that way. In the magazine they want quality—want to reach the Able-to-Buy families.

In almost every American city there is one newspaper which goes almost exclusively into the homes of the Able-to-Buy families. It is better edited than its rivals, costs more to produce—and as a result, sells for more money.

Market studies have revealed the low purchasing power of low income families and exposed the high cost of Penny-thriller circulation. In Portland, half the families purchase 85 per cent of the advertised goods. They are the Able-to-Buy families—the families who place quality above price. They buy quality magazines and quality newspapers. Advertisers who direct their sales messages to them can sell at a profit.

The Oregonian

PORTLAND, OREGON

Nationally Represented by WILLIAMS, LAWRENCE & CRESMER, New York, Chicago, San Francisco, Los Angeles, Seattle

when the GOING is hard

WHEN the going is hard, astute advertisers know that it pays to concentrate in a hard-hitting publication! They find it pays to invest their dollars in white space that carries their selling messages straight as a rifle-ball to the bull's-eye of the richest and most responsive market—at the lowest cost per family.

And that means concentration in The American Weekly, the fittest of them all.

The records made by this mighty magazine at a time when sales have been coming hard has opened the eyes of many a national advertiser.

The year 1930 established a high lineage record for all time for The American Weekly . . . The year 1931 will surpass last year's sensational record.

No other national magazine can match these amazing gains.

You may be interested in knowing WHY.

With a four-color page more than twice as big as any page in any other magazine, The American Weekly reaches 5,500,000 families who dwell in the most prosperous areas of this nation . . . The American Weekly does this at a cost of less than one-third cent per family.

With an editorial content so absorbing that it captures and holds the interest of every member of every family, The American Weekly is the most widely read publication on earth.

Reader-interest plus lowest-cost-per-family brings the most sales per advertising dollar.

The telling drive of The American Weekly is irresistible to dealer and consumer alike . . . The dealer is quick to stock and display American Weekly adver-

tised merchandise because he knows that this mighty magazine reaches hundreds and thousands of his customers.

Consumer response is fast because The American Weekly's tremendous selling page tempts the eyes of 5,500,000 families who, in spite of the pessimists, have the desire to own and have money in the bank with which to buy.

If you are wondering about today's, tomorrow's or next year's sales cast a quick eye over the unmatched advantages The American Weekly has to offer.

The American Weekly dominates the urban markets by concentrating 70% of its total circulation in 578 of America's 997 towns and cities of 10,000 population and over. (1930 U. S. census figures.)

In each of 152 cities, it reaches one out of every two families

In 108 more cities, 40 to 50% of the families

In an additional 146 cities, 30 to 40%

In another 172 cities, 20 to 30%

. . . and, in addition, more than 1,700,000 families in thousands of other communities, large and small, regularly buy The American Weekly.

Where can you spend your advertising dollar more effectively?

Cock-A-Doodle-Do



The American Weekly advertising revenue and lineage in September shows a substantial increase over September, 1930, and continues similar advertising records made in the first six months of this year, as well as in July and August.

THE AMERICAN WEEKLY

Greatest Circulation in the World

Main Office: 959 Eighth Avenue, New York City

Branch Offices: PALMOLIVE BLDG., CHICAGO . . . 5 WINTHROP SQUARE, BOSTON . . . 753 BONNIE BRAE, LOS ANGELES . . . 222 MONADNOCK BLDG., SAN FRANCISCO
11-250 GENERAL MOTORS BLDG., DETROIT . . . 1138 HANNA BLDG., CLEVELAND . . . 101 MARIETTA ST., ATLANTA . . . INTERNATIONAL OFFICE BLDG., ST. LOUIS

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Entered as second-class matter June 1, 1928, at the Post Office at New York, N. Y., under the Act of March 3, 1879. Volume XXVII, No. 13.

TRUE Coverage of the Great Newark Market

In forty-eight years of publication The NEWARK EVENING NEWS has never resorted to premiums, contests, club offers and such to stimulate circulation. The steady growth through these years has been on the strength of MERIT alone—sound, fearless journalism—presenting to its readers a well-conceived, intelligently edited, genuine newspaper. Its distribution in over 160,000 homes daily is TRUE COVERAGE of the market it serves—not an inflated, forced contact.

As if to prove its preference it was the only daily newspaper in NEWARK to show a circulation increase in 1930 (ABC Audit). Establishing itself as the largest six-day advertising medium in the nation lends even further credence to a quality coverage of the great Newark market.

Newark Evening News

EUGENE W. FARRELL
Business & Advertising Mgr.
215-221 Market Street
Newark, New Jersey
O'MARA & ORMSBEE
General Representatives
New York, Chicago, Detroit,
Los Angeles, San Francisco

Survey of Surveys

BY WALTER MANN

Study of All American Markets—4th Edition

Once every two years since September, 1925, the 100,000 Group of American Cities (now known as Major Market Newspapers, Inc.,) has put out a book called "A Study of All American Markets,"



Blank-Stoller, Inc.
Walter Mann

which is prized very highly by every advertising man who can get his hands on a copy. From the start, it has been a compilation of which the now 106 newspapers contributing to its preparation and maintenance have been justifiably proud. And prouder, by the way, each year because each year's book shows additions of some new material and the improvement of some of the old, which makes each successive issue "bigger and better than ever."

This year's issue contains about 600 pages of closely packed statistical material, independently prepared, on the markets which make up the United States. It includes also a page of information about each of the 106 participating newspapers prepared by the newspaper itself. It is handsomely bound in brown Fabrikoid (Wilmington, Delaware, papers please copy) and done as usual in two colors. It has a price of \$15.00 stamped on the cover, which wouldn't pay for the printing of the book itself, to say nothing of the material which it contains.

After a brief foreword on the purpose and describing the main sections of the book's contents, there is a concise resume of the methods used in the compilation and a summary of the ways in which the material can be used to advantage in the working out of both local and national sales and advertising plans. Next a summary of the high and low temperatures month by month for each of the 106 "principal" cities. An innovation this year, this information will be exceedingly valuable for any advertiser whose product's market is affected by variance in temperature. Indirectly, of course, it shows that those advertisers whose products are susceptible to market variations as of temperature had better use newspapers for their advertising.

Next comes the usual showing of the total circulations of the participating newspapers, morning, evening and Sunday, as compared with the 1930 city census figures, and the per line rate (both daily and Sunday) for a 5,000-line contract. The 106 cities show a total of 10,820,920 circulation for a total rate of \$22.42 per line, proof, says Les Barton, the capable managing director, that the covering of "Major Markets" with a representative campaign

is by no means prohibitive in cost. The next page offers rotogravure in thirty-eight markets with a total of 6,101,330 circulation at \$20.38 per line.

The pages following contain a standardized index of buying power—i. e., population characteristics taken from the 1920 and 1930 censuses (1920 versus 1930 population) for every town of 1,000 and over by counties, the number of families, number of dwellings, male and female buyers fifteen years of age and over, total bank deposits, number of passenger and commercial motor vehicles, 1920 and 1930, and the morning and Sunday circulation of the participating newspaper in that particular town and county; also detailed counts of seven wholesale classifications (auto accessories and supplies, cigars and tobacco, confectionery, drugs, dry goods, groceries and hardware); six chain store classifications (department stores, drug stores, five cents to \$1 variety notion stores, gasoline and oil filling stations, grocery stores and shoe stores); and twenty-four retail classifications (automobile and truck dealers, automobile accessories, garages and tire shops, builders' materials and lumber yards, cigar stores, men's clothing and furnishings, women's clothing and furnishings, confectionery and soft drink places, department stores, drug stores, dry goods stores, electrical household appliance stores, independent five cents to \$1 variety notion stores, furniture and furnishings, independent gasoline and oil filling stations, general stores, grocery stores, hardware stores, jewelry stores, exclusively meat markets, musical instrument and radio stores, office equipment and commercial stationers, plumbing and heating shops, restaurants, and men's and women's shoe stores). Details of just what types of stores are included in each group are found in the front of the book. Sources for all information used are given.

From page sixteen to 414 are found the data on the 106 individual markets, both of towns down to 1,000 population (including some 500 unincorporated places not found in the U. S. government census figures) and as of counties in the trading areas claimed by each participating newspaper. From page 414 on the same information is given for all cities, towns and counties in the United States. Then come pages showing maps of each individual state, county by county. In each county is printed the data on the number of families, also the number of daily and Sunday circulation of the participating newspaper.

Finally comes a list of the publisher's representatives of each of the 106 participating newspapers, a general index of towns by counties in states, with keys to their location on the state maps or on the pocket-enclosed United States wall map which is also laid out by trading areas.

Limited edition. Get one free if you can, but if you can't you'll find the book well worth the \$15.00 charged for it. Order yours from L. N. Barton, managing director of Major Market Newspapers, Inc., 400 West Madison Street, Chicago.

What's New

¶ If you think business is in the doldrums and there isn't much hope of accomplishment until there is a general country-wide acceleration, read the letter from Ben W. Lacy, president the All States Life Insurance Company, on page 455. A few companies in every line are doing well.

¶ The Williamson Candy Company, after many years of success through concentrating sales effort on a few items, will definitely now begin to widen its line. Page 460.

¶ The Accurate Parts Manufacturing Company got unusual value out of a small advertising appropriation through an idea for merchandising business paper articles. Page 462.

¶ Coming soon: A nation-wide survey on adjustments being currently made in salesmen's compensation.

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LAWRENCE M. HUGHES, *News Editor*
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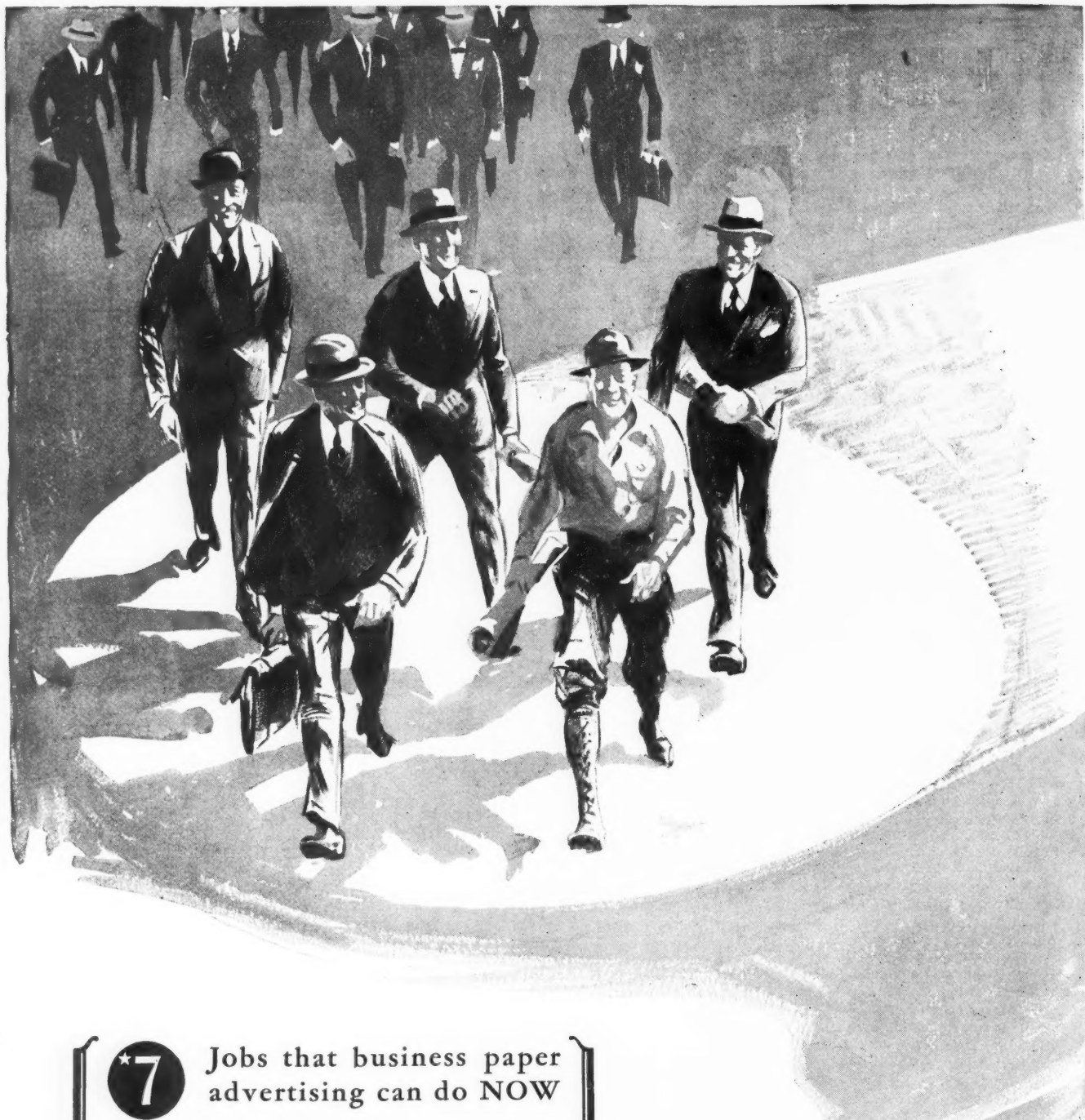
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★ 7 Jobs that business paper advertising can do NOW

Just one of ten ways in which business paper advertising can help you get business...today.

★ *It can get sales direct—if your product is such that it can be sold without personal contact.*

This and the other uses of business paper advertising are explained in our book, "Industrial Advertising at Work". We will gladly send you a copy on request.



McGRAW-HILL

McGRAW-HILL PUBLISHING CO., Inc., New York • Boston • Philadelphia • Washington

Business men, industrialists and engineers—600,000 of them—regularly read the McGraw-Hill Publications. More than 3,000,000 use McGraw-Hill books and magazines in their business.

The Business Week
System

Factory and Industrial Management
Maintenance Engineering

American Machinist
Product Engineering
Engineering News-Record
Construction Methods



, , focused only on TODAY'S PROSPECTS

In times like these, the one big reason for you to spend money on advertising is to get business. But before you advertise you must first know where your prospects are to be found. Then concentrate your advertising in the publications that go to them most directly.

If you sell to business and industry, McGraw-Hill has simplified this problem for you. The McGraw-Hill business papers are focused only on today's prospects. Their editorial content attracts the

active men who are responsible for the buying of business and industry. The result is an exclusive circulation of over half-a-million men—all worth reaching. In a recent survey of executives it was found that 69% not only read their business papers, but also use them as their buying guides!

Today, you may rightly demand that every advertising dollar give a good account of itself. It will, if invested in McGraw-Hill business publications.

P U B L I C A T I O N S

Greenville • Cleveland • Detroit • Chicago • St. Louis • San Francisco • Los Angeles • London

Engineering and Mining Journal
Engineering and Mining World
Metal and Mineral Markets
Coal Age

Electric Railway Journal
Bus Transportation
Aviation
Textile World

Electrical World
Electrical Merchandising
Electrical West
Power

Radio Retailing
Electronics
Food Industries
Chemical & Metallurgical Engineering

Sales Letters

BY MAXWELL DROKE

Overjoyed or Seeing Red?

Suppose in the mail tomorrow morning you were to receive this communication from a barber in your neighborhood:

"Dear Sir:

"A gentleman left a package for you in our care.

"Please call or send for it at your earliest convenience.

"Respectfully yours,

"Chas. Piccicuto, Prop."

What would you do about it? Well, if you are a reasonably trusting soul, perhaps you would take a chance, and have your messenger boy drop in for the promised package. Whereupon you would discover, not a pint of Scotch surreptitiously smuggled in by a Canadian cousin, or even half a dozen neckties bestowed by benevolent Uncle Fred—but a sample package of Fitch's Dandruff Remover Shampoo! I can just picture your surprise, not to say unbounded enthusiasm.

And it is likely to happen to you most any day, for this is the new merchandising plan that the F. W. Fitch Company of Des Moines, Iowa, is presenting to their barber customers. Here is their offer to the tonsorial artist:

"You furnish us with a list of fifty people in your community whose patronage you would like to have. We will send to each person on this list a letter like the one above, asking them to call at your shop and receive a package left in your care. This arouses their curiosity and invariably practically every one of the entire fifty will call for the package.

"The letters are imprinted with your name and address and are mailed from Des Moines entirely at our expense. We then send you fifty ten-cent packages of Fitch's Dandruff Remover Shampoo to be given to these people when they call. You do not pay a penny for the samples, letters, stationery or stamps. All that we ask is a \$13.50 order of Fitch merchandise, in any items or sizes, to be shipped through any dealer you name. Before offering this plan publicly, we tried it out in dozens of shops, and it worked like a charm. . . ."

Well, I dunno. It looks to me like a practically perfect plan to make a lot of folks so mad they will never want to see the inside of that shop again. But I may be wrong. I have been before.

Incidentally, the enthusiastic Fitch merchandising man heads this presentation, "This letter will bring you fifty new customers!" That fifty form letters will bring fifty customers, even though the message offered a free haircut, shave, singe and the current issue of *Ballyhoo*, stretches my credulity practically to the breaking point.

Hard-Boiled Collections

One of my correspondents sends in a choice collection of collection letters, which he assures me are from the daily correspondence files of a firm doing a volume of several million dollars annually.

I present for your consideration a few typical phrases:

"It is altogether unsatisfactory for you to expect us to wait any longer for settlement of our invoice of April 11, amounting to \$25. Unless a check is in our possession within the next seven days, we shall be forced to adopt appropriate measures toward the protection of our interests."

"In this morning's mail we received your order for twenty-five cases of . . .



Maxwell Droke

In view of our previous distasteful experience, we would prefer for the time being to attend to your current requirements on a cash basis. . . ."

"It is beyond us to understand your failure to furnish us with check in settlement of your indebtedness in spite of our three previous reminders."

"We are in possession of your order given our representative. . . . However, it is established on our ledgers that you have been violating our thirty-day terms . . . such being the case, we prefer to take care of your needs on a cash basis, since our normal margin of profit does not permit such terms as you appear to require."

I have granted space to these extracts, not because they are unusual, but, on the contrary, because they are so typical of a great volume of present-day collection correspondence. I realize perfectly that there are occasions in collection procedure when it is necessary to become insistent, or even hard-boiled. A minority of debtors will respond to no other tactics. But there is no place in modern business for cold, stilted or ill-humored letters. And at present they are especially inappropriate. If ever there was a time when collection letters should reflect a friendly, helpful, human attitude it is right now. The business house that organizes its collection department along such lines will profit, not only immediately, but for many years to come. Customers who survive these trying months (and most of them will manage to do so, somehow) are going to remember those who stood by them, and lent a helping hand in times of adversity.

The Beneficence of Levity

Nothing delights my seamed and weather-beaten soul quite so much as to encounter, now and then, an advertiser who has the courage and common sense not to take himself and his product too damned seriously. Truly, there is a time to laugh. And laughter may lead on to the eventual decoration of a line like this . . .

All of which is preliminary to a discussion of a recent mailing by S. D. Warren Company, introducing three new

papers. On an actual sample of the New Cumberland Gloss they present ten tests, in somewhat facetious fashion, with amusing cartoon accompaniment. "Obey that impulse," they urge. "Give this sample the works. Here's an opportunity for ten minutes' good, clean fun."

"Test No. 1—The high-eye test:

"All paper men have wrinkles in their foreheads and permanent cricks in their necks. These result from the high-eye test. The paper is held just above eye-level. The head is bent slightly forward (causing the crick in the neck). The eyes are rolled upward (causing the wrinkles in the forehead). The glance is directed across the surface of the paper into the light. The test discloses the amount of polish or gloss. It is accompanied by such expressions as 'There's a sweet surface, eh?' and 'How's that for polish?' Any spot on this paper will serve for this test."

There are nine other tests, all of which will prove highly educational and no end amusing. If you haven't read this particular Warren creation, then hasten to the sample file and dig it out post-haste. If you have been so careless as to misplace your copy, possibly Messrs. Warren (89 Broad Street, Boston) could be prevailed upon to send you another.

Simplicity Pays

Ever so often I am constrained to chant a saga to my favorite goddess, Simplicity. This, then, is the tale of a tailor who, in months gone by, has dallied with various forms of costly advertising—costly because they failed to bring the business. Just lately he sent forth this letter of his own concoction to a selected customer and prospect list.

"All our new woollens for fall are now in, and I would like very much to have you stop in and look them over, while the line is complete.

"Sincerely,"

Below, he added in pen this significant postscript: "Prices are lower." I am assured that the letter pulled slightly better than anything he has used within a year, and it was by far the most economical!

Try This on Your Intelligence

Which brings to mind some recently observed peculiarities of mail merchandising: Why is it that a plain mimeographed bulletin, on an identical list, actually pulls more orders than a folder attractively printed in two colors? Why is it that two half-cent stamps, in several repeated tests, resulted more profitably than the usual green one-center? And can you explain why, on one certain list, one-cent mailings actually bring more orders than first-class mail? Dunt esk! I'm asking you? These results are definitely vouched for by responsible mail merchandisers. One or two of the tests I personally have observed. I am perfectly frank in saying I don't know the how or why or it. They just turned out that way!

Significant Trends

As seen by the editors of Sales Management for the week ending September 26, 1931:

• • • The full significance of the overshadowing news of the week, the Bank of England's partial suspension of specie payments, is not yet disclosed. The cheapening of the pound should help British foreign trade by cutting costs of production and so clearing the way to effective competition.

• • • Announcement this week that the big steel companies had cut wages 10 per cent and that U. S. Rubber had gone on a five-day week basis was in line with expectations. The reduction is less than the reduction in cost of living since 1929—by about 5 per cent.

• • • The immediate effect in the steel industry has been a movement to increase employment. Orders have been held up pending the decision and the same has been true of aggressive sales plans. Meantime a strong effort will be made to maintain prices.

• • • Retail trade has been brisk this week, responsive to better weather conditions and many bargain offerings. Dollar volume, however, is still below that of September, 1930. From wholesalers reports are generally encouraging.

• • • The weekly index number of business activity was slightly higher last week, owing largely to the holiday in the preceding week. The favorable factors were greater steel mill activity and a rise in electric power production.

• • • The average of commodity prices was practically unchanged again last week, the Irving Fisher index number standing at 69.0, compared with 68.9 during the three previous weeks.

• • • Retail sales by counties are now promised at an early date by John Guernsey, in charge of retail figures of the Census of Distribution.

• • • Commercial failures in August reached the smallest number of any month this year, according to Bradstreet's report, but they made up for it in the amount of the liabilities declared, which was the largest for any August.

• • • Factory employment in August was only 0.3 per cent less than in July and payroll loss was kept down to 1.1 per cent, according to the Labor Bureau of Statistics report compiled from returns from 46,917 establishments with 4,583,917 workers receiving \$105,527,491 a week. Of fifty-four industries twenty-four had employment increases.

• • • Compared with August, 1930, employment was down 12.4 and payrolls 26.2 per cent.

• • • Cigarette output dropped in August from 10,578,074,956 last year to 9,520,572,996 in 1931—10 per cent. This is the sharpest recession for many months. Retail sales since the advance in prices have shown a rather notable decline.

• • • Total sales of thirty-nine large chain companies in August amounted to \$281,571,770, 6.15 per cent less than in August, 1930. For eight months the total was \$2,445,874,459, a loss of only 4.11 per cent.

• • • Income shrinkage of the American people this year is estimated at \$30,000,000,000 by Gage P. Wright, editor of the *Business Economic Digest*. The loss in 1930 he puts at \$20,000,000,000. He thinks we are now at the bottom and likely to begin to rise.

• • • How this estimate is arrived at is not disclosed. As it makes a cut of about a third of the amount commonly accepted as the national income in 1929, it needs some explaining.

• • • An incidental effect of the break in sterling exchange following England's action in suspending specie payments was some demoralization in South American currencies which resulted in a sharp fall in coffee prices, a matter of no small importance to the food industry.

• • • The American Bar Association has adopted a resolution calling for legislation to amend the anti-trust laws so as to authorize the Federal Trade Commission to pass in advance on restraint of trade contracts voluntarily submitted and grant immunity from prosecution in case of favorable action.

• • • Newsprint output in this country and Canada last month was lower than in any month since February. In Canada production was at the rate of 51.3 per cent of capacity. In the United States the percentage of capacity was 59.2.

• • • Opposition to Federal sales tax proposals is being expressed by Democratic senators, notably Wheeler of Montana and Byrnes of Tennessee. Senator Byrnes characterizes the suggestion as a joke, adding: "It would put a burden on men who have large families and are already staggering under the load they have to carry."

• • • Our foreign trade reached a very low ebb last month, affected by the difficulties in some of the European countries. The outstanding feature was a small excess of imports, something of a novel feature in this country's recent experience. Exports (valued at \$165,000,000) usually higher than in July, were down 9 per cent, while imports (valued at \$166,000,000) were off 5 per cent.

• • • Major lines of men's fancy woolen and worsted suitings opened officially in New York this week at price reductions ranging up to 10 per cent.

• • • Radio Corporation of America has come to an amiable settlement of all its patent litigation over radio tubes. Twenty-one independent manufacturers who had started action against the patent pool have agreed to throw their respective patents in with those of the pool under a cross-licensing system and De Forest Radio has obtained satisfaction in cash. This should clear the air and help the industry.



Photo by H. Armstrong Roberts

"Remember, when you're selling a board, that out of the group there may be one or two or three positive members. If you sell them, they will make up the minds of the remaining, or negative, members."

A President Tells How He Sells Other Presidents

"SHOOT for the top wherever possible, because the bigger a customer is the easier he is to sell," is the conviction of Siesel Canaday, president of the Canaday Cooler Company, New York. Maybe in that statement you can find the reason why Canaday himself sells more than a million dollars' worth of coolers a year.

"But in shooting for the top, you must be willing to start in a small way," Canaday cautions. "One of our good accounts is the Bank of Manhattan Company. When I first started to solicit them, I realized they had large potential sales possibilities. I didn't try to sell them a comprehensive installation. I took three months to sell them three coolers for one of their offices. After their installation I spent my efforts in servicing, because I knew

Based on an interview by Herbert Kerkow with

SIESEL CANADAY
President, The Canaday Cooler Company, New York

that orders for the many branches of the bank would depend upon this trial installation. These servicing and follow-up efforts were successful. Today practically all of the bank's branches are using our coolers.

"Aside from the amount of the business secured, the big customer is preferable to the small one. First, while it takes long to gain the confidence of the big buyer, it takes competition just as long to displace you in his affections, and, as we all know, repeat business is the really profitable

end of selling in any line of products.

"Another reason why the big buyer is easier to sell is this: the big buyer more clearly knows what he wants. He studies his buying very thoroughly. (A big utility system has been comparing values in coolers for two years.) He studies your company and what success it has had, and the difficulties it has had. With the big buyer you steer away from pretty word pictures and get down to the facts of the case. You can't hide anything from him. When electrical refrigeration in coolers started a few years ago, all companies had some servicing difficulties. All studied hard to overcome them. The big buyer in those days was very concerned with just what your company was doing in the way of experimentation to overcome servicing drawbacks. In the face of

such a thirst for details, the salesman who doesn't know his product is at a total loss.

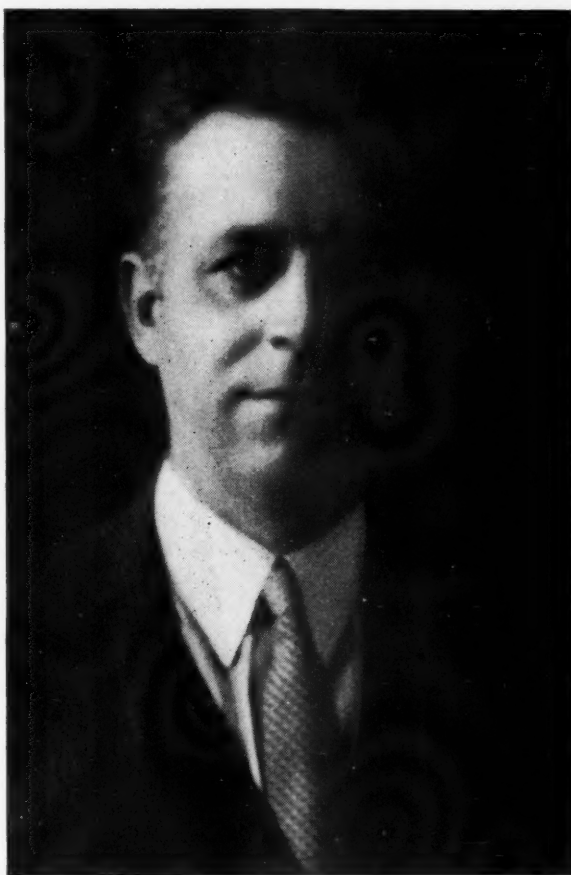
"There's another factor about the big buyer that should be mentioned," Siesel Canaday will tell you. "Contrary to popular misconceptions, the big buyers are eminently fair, be it a price consideration or a general relation. I had a big oil company up to the point of buying. They told me my price was \$5.00 higher per unit than that of a competitor. I countered with the advantages of my product that offset this price. They argued that \$5.00 was still \$5.00 per unit. I replied that the \$5.00 was my profit and that profit determined the enthusiasm with which I would handle their account. They agreed to give me my full price, stating that they wanted their account handled right. They had been only testing me out to see if I would prove a weak sister.

"That same oil company ordered a few units the other day for a new plant up in Yonkers. In the course of installation one of my mechanics dug too deep in setting a pipe and short-circuited the lighting system. The buyer called me up to tell me about it. Being our mistake, I naturally asked them to go ahead and get their electrician to fix it as quickly as possible and send our company the bill. Not half an hour later the buyer called back and told me that a conversation with his manager in Yonkers had convinced him that our company could save half the cost if we would send our own electrician, because the local electrician would be sure to soak us, since we were outsiders and needed the work done in a hurry.

"Contrary to public misconception again, the big buyer does not usually take bribes. The government of the City of New York buys many hundreds of our coolers, yet I've never given as much as a cigar to get that business. But also remember that the big buyer won't pay a cent more than your product is worth just because you know a man who knows a man who knows Morgan."

In selling big corporations, Canaday must contact several individuals. In many cases the salesman may have to appear formally before the board of directors or before a special committee. The board or the committee requires a special technique of salesmanship.

"In selling a board or a committee



Big buyers are fair, says Mr. Canaday

you've got to know your competitor's product almost as well as your own," Canaday has discovered. "I don't mean that you have to knock your competitor. Never do that. The board or committee expects from the salesman who appears before it a comprehensive knowledge of the field, not merely knowing one make against another. They expect this because not all of the members of the board are experts on the subject. They know the requirements of their company. They expect to settle in a few meetings, often one, a comprehensive question. Necessarily they must preambule their consideration of makes by a discussion of types and needs. Let me illustrate this point by telling of a case where I was a member of a board, not selling it. In my golf club, sixteen members make up the board. The club needed a sprinkler system; the cost would be about thirty thousand. None of the members of the board knew much if anything about sprinkler systems. The group represented a typical board, the members being successful in various lines of business, contributing to the welfare of the club only their common sense and business acumen.

"Our club board listened to several salesmen extol the merits of their sprinkler systems. We were not im-

pressed until one salesman, from the middlewest incidentally, appeared before us and did much more than discuss his system. He talked about the different sprinkler systems as they suited the requirements of the club. The members were stimulated to ask innumerable questions. He answered these quickly and intelligently. Before he left the meeting he had our business because he knew most about his field and could impart that information sincerely and succinctly.

"If the board or committee asks you to discuss your competition, remember that the truth is stronger than fiction. Let me illustrate. In the course of a committee solicitation the member who dominated the group asked me the advantages of the refrigerating system that had the unit on top. My cooler, using the Frigidaire unit, has the cooling unit at the bottom. I resisted the temptation to knock and told the truth, which is that the refrigerating unit on top is built for a cycle of refrigeration which works from the top

down. Opposed to this system is the one my coolers use, in which the cycle of refrigeration works from the bottom up. Both are good. Telling the truth clinched the sale of over \$100,000 because the competitor he had in mind when he asked me the question used their top-down cycle of refrigeration in every machine they made except the coolers. Here for the sake of appearance they threw away the advantages of their system and put the unit at the bottom, though their method of refrigeration was designed to work best the other way.

"Selling a board or committee puts the salesman on his best. He will help his sale a lot if he remembers that out of twelve members of a board there are about three or four positive members. If he sells these, they make up the minds of the remaining, or negative, members. These positive members assert themselves quickly enough by the number and type of questions they ask and the evident interest they take in the proceedings."

Air Lines' Traffic Gains

CHICAGO—The number of revenue passengers carried by United Air Lines has, increased more than 35 per cent this year. Harold Crary, advertising and publicity manager, announced this week. Plans are being made to conduct a campaign for winter flying.

Are many businesses suffering today from the easy-come experience of prosperity years? The All States Life Insurance Company had no fair-weather experience. Its president says frankly that is why they broke all sales records in 1930, with no increase in selling costs. Business is there—but you have to find the method for getting it.

Is Any Business Worth Any More Than Its Sales Plan?

THERE'S just one monkey-wrench in the machinery of all the plain and fancy alibis being put forth by business men to explain why their annual statements for the past year tell such a sour story to stockholders. That monkey-wrench is the fact that in practically every line of business there are a few companies that have blazed straight through the depression with strong sales campaigns and come out with records that make 1929 look like only a fair year after all.

SALES MANAGEMENT believes that it could render no greater service to subscribers than to report one case after another where this has been true, and lay before its readers the details of the plans and ideas which have worked against such great odds with such marked success. Whether you consider those odds to be real, or largely psychological, is beside the point.

Last week there came to the editor's desk a letter from Ben W. Lacy, president of the All States Life Insurance Company of Montgomery, Alabama, which constitutes such a striking case of prosperity in the midst of adversity that the entire letter is being reproduced on the page facing this one.*

Please read Mr. Lacy's letter carefully. It proves—or suggests (we'll be conservative) a number of things.

It suggests, for one thing, that the fair-weather experience of boom times is poor equipment for the problems of depression. Business came too easily in 1929. It made sales executives soft. They didn't have to pound

*The questionnaire Mr. Lacy refers to is one sent out two weeks ago by the editors on the subject of current changes being made in salesmen's compensation plans. The results of the survey will be published shortly.

BY A. R. HAHN

Managing Editor, SALES MANAGEMENT

Two New Sales Ideas Did This in 1930 for All States:

Increased the company's investment income over 1929 by 187 per cent.

Increased the company's gross premium income over 1929 by 273 per cent.

Increased the company's resources by 8.6 per cent.

Increased the company's surplus by 6.8 per cent.

Increased the company's insurance in force (life) by 44 per cent.

Increased the company's insurance in force (accident) by 47 per cent.

At the same time, according to the December statement of condition, the year's operations did not involve an increased expense ratio, and a number of positive decreases in disbursements were experienced; practically every item of fixed or overhead expense was decreased in spite of the increased personnel in office and field, and the greatly enlarged operations of the company.

Is there any company in any line that can beat this for 1930?

the pavements in the daytime ferreting out prospects and spend their nights trying to devise new and sounder merchandising ideas.

The All States Life Insurance Company was launched on the verge of the present depression period. It had,

Mr. Lacy points out, no fair-weather experience. The exigencies of the then-current general business outlook forced the company to do some intensive concentrating on new methods for selling a product which has always had the handicap (from the standpoint of the individual company selling it) of being pretty much like every other product in its field, at pretty much the same price. It has no style appeal, no patented features, no exclusive features of desirability or convenience, which gives one company any marked advantage over another. Possibilities lay, then, in finding a new type of sales plan. Mr. Lacy and his colleagues found it—and with what a result!

(The specific results are summarized in the box on this page.) SALES MANAGEMENT has already presented details of one of the divisions of that plan (See SM February 28, 1931).

C. E. Kettering, vice-president in charge of research of General Motors, recently let loose a resounding blast, advising business men to quit crying about the depression and, instead, find some new products the public really wants. To which SALES MANAGEMENT would add the suggestion that, failing in this, a new sales plan will serve fully as well. All that's needed is the courage, the energy, the initiative, the capacity, to dig one out.

Mr. Lacy's experience is positive proof (as the depressed share values and generally uncertain position of the red-ink companies are negative proof) of the same truth, that today a company is worth no more than its sales plan is worth.

Is that why, in the place of financial and legal men, so many sales-minded men are going into presidencies? SALES MANAGEMENT believes it is.

RICHARD M. HOBBIE,
CHAIRMAN OF BOARD
BEN W. LACY,
PRESIDENT
ARTHUR PELZER,
VICE-PRESIDENT
FRANK MACPHERSON,
VICE-PRESIDENT
I. FRED SOLOMON,
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ASSISTANT SECRETARY
HENRY M. HOBBIE,
TREASURER
DR. GEORGE E. BLUE,
MEDICAL DIRECTOR
DAVIS F. STAKELY,
GENERAL COUNSEL

MONTGOMERY, ALABAMA

Editor, Sales Management
Graybar Building
New York City

September 11th, 1931

Dear Sir:

I am returning your questionnaire, but am writing to say our business was larger last year than it was the year before, and larger this year than it was last year. We have increased our office space about 12½ per cent, have added a few workers at the head office, and have increased the number of our representatives. We have felt no need for reducing our men's incomes and foresee no such need, although we do not wish to prophesy what will happen in the future and would undoubtedly retrench at once if the need for it arose.

We began our business just after the depression started and although we had the advantage of some remaining prosperity and confidence in 1929, it was quite evident that the tide had turned. For this reason, we felt that it would be impossible for us to handle any part of our sales work on a salary basis or by means of drawing accounts and all of our work from the very beginning has been on a commission basis. This left for us merely the matter of accommodating our fixed expenses to our probable income, so that overhead ratios would not be improper. Volume of sales had to be forecast and estimates had to be equaled. We have been glad to find that our estimates have been slightly exceeded and that our business has been growing steadily.

The company was fortunate in devising two new and different methods of getting its business. The first of these methods was the handling of premium collections through large collection units. Under this method, our men interest persons connected by employment or associated in lists of professional or social groups and the collection of premiums was arranged for through some common source, such as a bank handling the collections of its customers, a credit association in touch with a number of stores, or banks in connection with an association of bankers. We were then able to get a firm basis for the monthly payment of premiums.

Our second new method involves an application of the same idea to the friends and alumni of college institutions. Ten colleges and universities are being served by us in this manner. This second method was fully explained and commented upon in an issue of Sales Management.

We do not have any idea that we are more ingenious or resourceful than our esteemed and successful competitors, but we came into the game at a time when the rules had changed and we had to behave like a stormy petrel from the very beginning. We had no fair weather experience and have been used to storms from the day our ship set sail.

The enclosures will tend to confirm some of the statements we have made and I want you to feel that this letter is written in a spirit of the greatest humility and that we do not feel that we deserve any credit whatsoever for doing what we absolutely had to do.

You recall the story about the rabbit that climbed the tree. I believe the reason he did it was that he found it to be absolutely necessary.

With best wishes, I am,

Faithfully yours,

Ben W. Lacy

President.

BWL:mem
enc

HOW TO SELL

Pamilla

SILVER CLOTH

WHAT IS PAMILLA SILVER CLOTH?

1. Pamilla Silver Cloth is a chemically developed fabric made up into various size rolls and bags that will absolutely protect silver - either sterling or plate - from the damaging attacks of tarnish.
2. Every piece of Pamilla Silver Cloth is made and patented by Pacific Mills, the largest manufacturer of textiles in the world. The chemical process of making Pamilla Silver Cloth was perfected after five years of research by the laboratories of Pacific Mills and registered in the U. S. Patent Office, patent #1766466. All infringements will be vigorously prosecuted.
3. Pamilla Silver Cloth is the long-sought boon for hostess and housewife, saving hours of needless labor in polishing silver, with its destructive effect on hands and nails.

OUR IMPORTANT SELLING POINTS TO STRESS WITH EVERY CUSTOMER

1. "Pamilla Silver Cloth Rolls and Bags are absolutely guaranteed to protect your silver - sterling or plate - for 10 years or more from the devastating attacks of tarnish."
2. "Pamilla Silver Cloth is endorsed by Good Housekeeping Institute and leading silver manufacturers whose chemists have tested it thoroughly."
3. "Pamilla Silver Cloth Rolls and Bags contain no poisonous ingredients and have no camphor or other unpleasant odor."
4. "Pamilla Silver Cloth Rolls and Bags can be bought in one color only - a smart, dark brown shade, - chemically made - not dyed - that emphasizes the beautiful color of silver. This brown color and the Pamilla Silver Cloth label on every roll or bag is your guarantee that you are purchasing the original and only patented Pamilla Silver Cloth Rolls and Bags."

Photo About Pamilla

Selling Points

Suggest It For

- Hope Chests
- Wedding Gifts
- Birthdays
- Anniversaries
- Bridge Prizes
- Christmas Gifts
- "See Our Use"

PACIFIC MILLS

For Additional Copies of Bulletin Write (Date)

Industrial Fabrics Dept., PACIFIC MILLS, 78 CHAUNCEY ST., BOSTON

NEW YORK SALESROOM, 251 FIFTH AVENUE, N. Y.

Concrete suggestions to retail salespeople about how to sell Pamilla silver cloth were an important factor in the Pacific Mills campaign.

BY MERLE HIGLEY

It sounds like a tough job—trying to sell department stores on a new proposition by mail, especially in the summer of a year like 1931. But Pacific Mills did it. How they proved the profit-making possibilities of their new item and won the interest of store executives is outlined in some detail here.

Crashing the Department Store Market on a New Item

PACIFIC MILLS, after experimenting for about five years in perfecting a fabric that could be guaranteed to prevent tarnish from attacking silverware, finally developed a product which was ready for the market June 1 of this year. Tested by leading silver manufacturers and endorsed by Good Housekeeping Institute, Pamilla silver cloth rolls and bags were awaiting a sales and advertising plan which would introduce them to the trade.

Before advising as to merchandising methods on a new product in times of such business uncertainty, the advertising agency proposed a test sales campaign in two typical towns. The services were retained of an authority on retail store merchandising, who initiated this test campaign by a letter written to the president and vice-president of the two stores whose cooperation was sought in making the experiment—D. M. Read of Bridgeport,

Connecticut, and G. Fox Company, Hartford. These letters described the product and asked for appointments to discuss the idea in detail with proper store executives.

Packaging difficulties delayed this retail test until June 22—which everyone criticized as too late, the tag end of the selling season, charge customers leaving town, etc. Despite the unpropitious time of year, June 22 to July 3, 162 Pamilla silver cloths and bags were sold in eleven days—proof that the product was in consumer demand, selling readily when advertised and properly promoted. Total retail sales value was \$242.75. Gross profit (retail) was \$109.23. Direct mail pamphlets sent to the preferred third of the stores' charge customer lists, timed to arrive simultaneously with the appearance of the opening advertisement in the local newspaper, combined with radio talks, internal store promotion, window and department

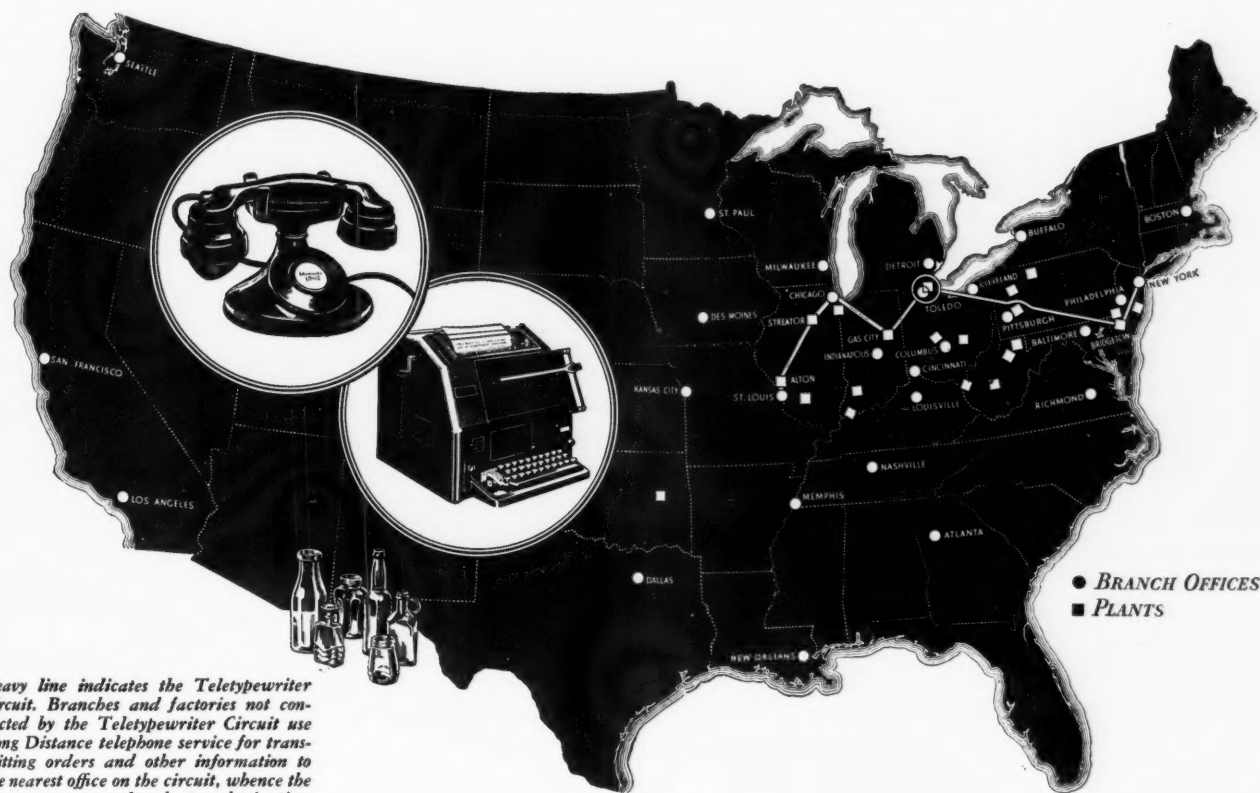
displays, were the merchandising tools used to stimulate customer interest and salespeople's cooperation in obtaining these sales results.

This test sales campaign convinced officials of Pacific Mills that the new products were in consumer demand at retail prices that could give them a profit over and above the costs of marketing. An advertising and publicity schedule was approved and merchandising program organized based on facts obtained in the test sales campaign. Policies and methods which have proved effective in launching other new products in the same retail price ranges sold in main floor departments of retail stores were applied to getting opening orders from retailers for Pamilla silver cloth.

Conferences with the general sales manager raised the question of costs and methods of distribution, a list of leading retail stores in 100 important

(Continued on page 478)

LONG DISTANCE



Heavy line indicates the Teletypewriter Circuit. Branches and factories not connected by the Teletypewriter Circuit use Long Distance telephone service for transmitting orders and other information to the nearest office on the circuit, whence the messages are relayed to destination.

and Teletypewriters help Owens-Illinois speed the sale and delivery of a billion bottles a year

ONLY through an efficient, diversified communications system is the Owens-Illinois Glass Company able to carry out successfully its widespread activities. Long Distance Telephone Service and Teletypewriter Service combine to give this nation-wide organization the speed and directness of a highly centralized unit. Headquarters at Toledo keeps in constant touch with factories and sales offices at fifty-one cities from coast to coast.

Teletypewriters connect 30 sales offices and 21 plants from Missouri to New Jersey. Points not included in the teletypewriter system use Long Distance for transmitting orders and other information to the nearest office connected with the system, from which the messages are relayed to destination.

The communications network gives the production department instantaneous supervision over the activities of any plant. Instructions for shipments are quickly transmitted, service to customers accelerated at every turn. In addition, Long Distance is used extensively by Owens-Illinois salesmen in covering and expanding their territories.

The Bell System has developed a Telephone Plan of Market Coverage to help its customers increase their business and cut costs. The plan is adaptable and its features* can be custom-fitted to the needs of any business, whatever its size. An experienced telephone representative will show you, without obligation, how they can be adapted to a special plan for aiding *your* company.

***THE KEY TOWN PLAN** lets salesmen contact more people at less expense. They visit certain key cities in person and conduct their business in nearby towns by telephone.

SEQUENCE CALLING LISTS enable a person to make a number of telephone calls in quick order. The operator has a new connection ready as each call is completed.

CREDIT CARDS make it unnecessary to carry cash for telephoning. They also provide helpful records of contacts.

OUT-OF-TOWN NUMBER BOOKS are prepared by the telephone

company from names furnished by the subscriber. They make it easy to get out-of-town connections quickly.

THE COLLECT CALL PLAN brings business when salesmen's visits are intermittent. Customers are urged to telephone orders and other important matters at the selling company's expense.

TELEPHONE REMINDERS are attached to outgoing sales correspondence and other material. They include gummed labels and cuts which give the business company's telephone number and other information.

JUST CALL YOUR BELL



TELEPHONE BUSINESS OFFICE

9 to 10 a. m.:

The Golden Hour of Selling

ONE of the best salesmen I ever knew—call him Browning—is now wearing out Pullman mattresses and shoe leather introducing a new hardware specialty product to the chain store trade. He came to New York last week to make his initial calls on some of the big chain buying offices. There was one account, especially, that he wanted—a chain of variety stores that in a year's time absorb an enormous volume of goods.

Browning, in asking questions about the routine of the buying office, learned that the buyer would see no one before 10 a. m. He also learned that seldom does a day pass at this season of the year but that more than one hundred salesmen call there.

Accordingly on the day of his scheduled call, Browning had the hotel desk call him at 6:30.

By 7:30 he had dressed and breakfasted. By 8 he was camping in the reception room of the chain

store office. The place was deserted, except for a janitor.

When the information clerk came in about 9 o'clock, she pointed to the sign which said, "Buying hours, 10 a. m. to 4 p. m."

"I know the rule," Browning cheerfully explained, "but I intentionally came early so I'd be first in line."

About 9:15 the buyer came in. As his eye swept the row of bench-warmers along the wall it rested with a flicker of recognition on Browning.

The buyer went up to him, held out his hand. "Aren't you the Browning I used to buy from when I was with Continental in Chicago, and you were with Blank & Company?"

Browning, delighted at discovering the previous association, assented.

"Come on in to my office," said the buyer.

"But your hours don't begin until 10 o'clock," Browning hesitated.

"I know—but come in and tell me your story."

Browning made the most of his opportunity. He trotted out his samples, set them up on the buyer's desk. Explained his merchandising program. Pictured his profit-plan for the chain.

When Browning finished the chain buyer said, "Make out an order for 12,000, to be delivered immediately. That's hardly more than a sample for each of our stores. I'll dictate a memorandum now, to be multi-graphed to go to all our managers, which I want you to check over, which will introduce your product. . . . How's your production? Can you assure us of a continuous supply on a carload basis?"

Forty minutes of work, well timed, and Browning walked out with assurance that his factory could actually continue operating on a double-shift in a period when five-day weeks were already all too fashionable.

As he passed through the reception room he counted 47 salesmen who hadn't considered it worth while to call before the buying hours actually started.

Browning is clearing more than \$15,000 a year in commissions because he knows the value of the early morning hours. He has, on most days, sold at least one bill of clean, profitable business before his competitors have shaken the sand out of their eyes and made even the first steps in the direction of a buying office.



Photo by Lazarnick

Reprints of this page are available at two cents each.

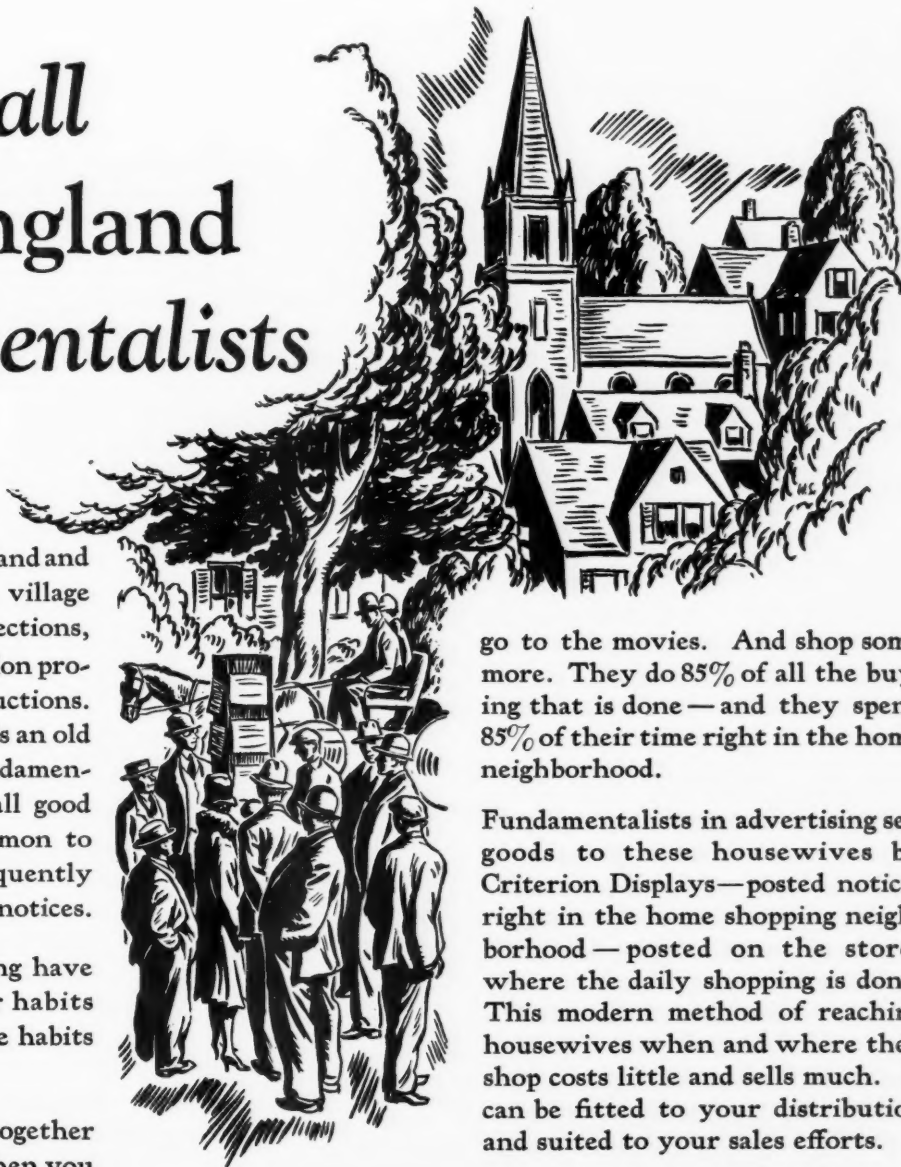
WE are all New England fundamentalists

TRAVEL through New England and you will still see on the village commons posted notices of elections, probates, stray dogs, condemnation proceedings, town meetings and auctions. Posting on the village common is an old New England custom. Our fundamentalist forefathers knew that all good people came to the village common to gossip and shop, and that consequently everybody would see the posted notices.

The scale and scope of our living have changed very greatly, but our habits have not changed. They are the habits of all humanity.

Our villages have clustered together and become great cities. But when you analyze these cities as markets and consider how you distribute your goods there, you will find that each city is in reality a collection of villages, each with a home neighborhood shopping centre.

Here the housewives of the neighborhood still gossip and shop, worship and



go to the movies. And shop some more. They do 85% of all the buying that is done — and they spend 85% of their time right in the home neighborhood.

Fundamentalists in advertising sell goods to these housewives by Criterion Displays — posted notices right in the home shopping neighborhood — posted on the stores where the daily shopping is done. This modern method of reaching housewives when and where they shop costs little and sells much. It can be fitted to your distribution and suited to your sales efforts.



The Criterion Display shown here does triple duty. 1. It familiarizes housewives with the name and use of your product. 2. It merchandises your product to the dealer, who sees this display every day. 3. It reminds housewives to buy your product, and consequently it makes sales.

And it will sell your merchandise as it is now selling Heinz Rice Flakes, Camel Cigarettes, Wesson Oil, Camay Soap, Stromberg-Carlson Radios, Lion, Borden and Carnation Milk, Orange Disc Coal, Coca Cola, Wrigley's Chewing Gum, Chase & Sanborn Coffee, and hundreds of other products and services. Write for details.

CRITERION SERVICE

Nation-wide Three-Sheet Posting in Home Shopping Neighborhoods

420 Lexington Avenue

New York

CHICAGO

PHILADELPHIA

ST. LOUIS

CLEVELAND

BOSTON

SAN FRANCISCO

TORONTO

Market Tests Prove Desirability of Widening "Oh Henry!" Line

BY LESTER B. COLBY

OH HENRY! and Amos 'n' Andy, for some time the only members of the family of the Williamson Candy Company, Chicago, have just introduced some little brothers. Mates (Oh Henrys! in miniature, wrapped two in a package), Two Bits, little Amos 'n' Andys, wrapped two for a nickel, Chin Chow, another pair, Tinx and Shara.

The Williamson Candy Company grew up around Oh Henry!, now eleven years old. Two years ago the company gained increased momentum with Amos 'n' Andy.

These are the favorite children of the Williamsons. They brought popularity and prosperity. But times are changing. The day has come for new deals. Merchandising methods must be readjusted.

"The old Oh Henry! bar, in the era of high prices, weighed three ounces and sold for ten cents," George Williamson, president, said. "When prices for raw materials began to drop we reduced the weight to a little more than two ounces and sold it for a nickel. Now, with further reductions, we are putting out a three-ounce bar, the exact duplicate of the old ten-cent bar, to retail at the same price.

"Spot" Testing

"We are also wrapping Oh Henry! in cellophane. We have used typical merchandising 'spots' for tests and are confident that we know just about what will happen. A six-months' test in one market gave us an increase of about 50 per cent in sales. With the new wrap and the new size one buyer's orders jumped from forty-eight to 200 boxes; a certain district in the south that had been taking 10,000 boxes a month took 60,000.

"We have come to the conclusion that the time is ripe to scrap most of the old traditions in selling," Mr. Williamson added. "We've got to unlearn many things. We've got to study conditions anew. For instance, the average kid is out of easy-nickels. They are fewer and harder to get.

"So if we are going to sell to him we've got to give added value. The best and biggest values will sell.

"We are bringing out a number of new items this fall. If out of the lot one or two prove popular we'll be satisfied. We are looking for natural

Back in 1924 the Williamson policy of concentrating on one item—Oh Henry!—was working so perfectly that Mr. Williamson declared he would never add another product unless he organized a separate sales force to sell it. At that time Oh Henry! was selling more than 110,000,000 yearly. But times have changed. Here Mr. Williamson tells how the policies that worked so well yesterday are being tuned to today's market conditions.

sellers. No matter how good a candy looks and tastes to us, we cannot be sure that it will take with the public.

"And we do know this—no bar has ever succeeded in a big way through advertising and promotion alone. When we find one that 'takes' we step up sales through advertising. But the candy must make the advertising campaign; not the advertising campaign the candy.

"The depression has proved the value of direct contact selling. Under present conditions so-called general advertising does not weigh with us as it did under other conditions. We still use radio and outdoor posters, however.

"The modern wrap is very important. It is no secret with us that the manufacturer of cellophane-wrapped candy bars is profiting from the 'freshness' advertising being carried on by certain cigarettes. We are cashing in on these campaigns.

"When we put out a new candy or revise the wrap on an old one, we make a scientific check of the results. There is no guessing or second-guessing. Graphs and charts are started. Men trained in graph-making take charge of the work.

"Test spots are selected in rural districts, in suburban sections and in metropolitan areas. Daily reports give us the data we need. We know which candy sells best and where it sells best. We know which days of the week bring peaks and valleys.

"We can tell at a glance whether one candy is gaining in sales or an-

other is losing. We eliminate 'thinking.' We let the graph tell the story.

"Our new items, Mates, Two Bits, etc., are the result of studies. These are first of all adult pieces. Many grown persons have told us that the new, large Oh Henry! for example, is 'a little too much candy.' with the two-piece packages, we anticipate, they will eat one and lay the other away for a bit later or pass the second piece on to someone who happens to be around.

"Youth, of course, will avidly fall upon the larger portion. And the bigger the better. Summarizing, I might say that we are staking much of our future success on the following:

"1—Bigger and better bars and packages for the nickel, admitting that the ten-cent bar is definitely out.

"2—A careful study of individual desires, differentiating between what the kid and the grown-up wants.

"3—Selection of items to be pushed by advertising through laboratory-made charts and graphs.

"4—Adaptation of new and modern wraps and displays to take place of those that 'did well enough' in other days.

"5—Revision of advertising methods and media to meet the changing requirements of the day.

"6—Emphasis of the value of 'direct contact selling.'

"In other words we've got to play the game closer to our vests and give much more thought to the details of both manufacturing and selling."

the Women *buy* *at home!*

On road maps and time tables, Westchester seems just around the corner from New York's stores. Translate those few miles into nerve-racking hours of travel by train, subway and street car—or traffic-congested streets and highways, and you'll see why Westchester women buy at home. And it is no idle fancy that causes New York's keenest merchandisers to open branch stores throughout Westchester and other suburban communities where women can buy more conveniently.

All told, the wives, mothers, sisters and landladies of Westchester spend over \$200,000,000 in their local stores according to the 1930 Census of Distribution. Just how this breaks down by classes of products you can see for yourself in the government reports. Any way you look at it that's a lot of buying for even the wealthiest group of half a million people in the country.

What's more, much of this buying follows the daily "ad-shopping" of Westchester women in their own family papers. Retail food stores used nearly 400,000 more lines of advertising in these papers in the first eight months of 1931 than were used by local stores in the combined daily and Sunday newspapers of Buffalo, Milwaukee and Cincinnati in the same period.

There are eight of these home-delivered dailies in Westchester. They do an effective job for

advertisers, too—or they wouldn't show a constantly increasing lineage, both local and national—when lineage figures are nothing to boast about for most papers.



These Westchester dailies can be put to work profitably for you, at 27c a line for the entire unit. Just what sales to expect for your product may show from one of these carefully prepared surveys:

Baking Powder	Cigars	Ice Cream
Bread	Coffee	Insecticides
Cake	Gas and Oil	Margarine
Cheese	Gelatine	Soap Products
Cigarettes	Ginger Ale	

About October 1, a survey covering the sale of Mayonnaise will be ready for release. It will show the sale of various brands as well as a comparison with 1930. It will be worth your while to ask for the one that applies to you. Write to Westchester County Publishers, Inc., 14 Mamaronck Ave., White Plains, N. Y., or to the nearest office of Kelly-Smith Company.

Where specific information not covered by these surveys is required, the research staff will be glad to cooperate in obtaining it. A discussion of your particular problems is bound to prove helpful.

THE FAMILY NEWSPAPERS IN THE NATION'S RICHEST COUNTY

OSSINING CITIZEN-SENTINEL : MAMARONECK TIMES : YONKERS STATESMAN :
TARRYTOWN NEWS : MOUNT VERNON ARGUS : NEW ROCHELLE STANDARD-STAR :
PORT CHESTER ITEM : WHITE PLAINS PRESS (AFFILIATED)

WESTCHESTER COUNTY PUBLISHERS, INC.

WHITE PLAINS, N. Y.

Nationally Represented by KELLY-SMITH Company, Graybar Building, New York, N. Y.
PHILADELPHIA, PA. : ATLANTA, GA. : BOSTON, MASS. : CHICAGO, ILL. : DETROIT, MICH.

HERE'S A CHANCE TO SELL MORE CLUTCH WORK

THE High Spots

Sell the customer on the idea that it is better to try to fix up an old plate.

Have a few old and brand new clutch plates on hand to show every customer. (He'll see the difference.)

Should the Pressure Plate be found badly scored or worn, a new one should be used.

The plates and facings coming from manufacturers are uniform, flat, of correct thickness and accurately made. This is the first message the shop owner must get over to the customer in selling a clutch plate. Don't let him get away thinking that the old plates could have been used. They may look O. K. to him, but a few minutes spent by the shopman can convince him otherwise.

The plates and facings coming from manufacturers are uniform, flat, of correct thickness and accurately made. This is the first message the shop owner must get over to the customer in selling a clutch plate. Don't let him get away thinking that the old plates could have been used. They may look O. K. to him, but a few minutes spent by the shopman can convince him otherwise.

For example, the splines in the clutch plate hub may be worn, which in turn may suggest a worn clutch shaft. Never should a new clutch plate be fitted to a shaft with worn splines. The old shaft will soon wear the splines of the new hub. It's just like trying to fit a new piston ring in a piston with worn grooves.

A clutch plate may be burnt, which fact should be pointed out to the customer. A burnt plate is not flat and the spots which have been subjected to heat can be told by the person who inspects it. Then, if such a plate was originally made with grooves or cracks along its periphery, these will cause it to overheat, making the plate useless.

Clutch work in most cases, of course, means the removal of the transmission assembly along with the clutch. This is not the easiest job to do, and many mechanics are reluctant to do it. The removal of the transmission and clutch assembly for installation of new plates can, however, be greatly facilitated by equipment afforded by the dealer.

The illustrations used in this article show, for example, a compact transmission hoist which is placed inside of the car and adjustable to meet practically any kind of condition. One mechanic with this equipment easily can remove the assembly and also re-install it. As a matter of fact, the hoist is invaluable when re-installing a clutch and transmission, since it prevents the latter assembly from hanging on the clutch shaft without support.

Another tool recently added to the market and which will insure accuracy in clutch work is a clutch plate level. With this tool a shop can accomplish the same object as though it actually should a clutch shaft for every different make of car. There are five expansion tubes which telescope so that practically every size clutch hub base can be taken care of. The caution must be such that the tool cubes the face of the clutch plate bearing while the larger tube supports the clutch hub so that the entire assembly is concentric. This means correct alignment—the most essential thing in clutch and transmission work.

When it becomes necessary to install a new clutch plate in a single plate type clutch, great care must be taken to center the plate either by using a tool as previously mentioned, or old clutch shaft or transmission drive gear before, by the dealer. The job is done by inserting the clutch plate into the shaft and then, through the clutch, bearing the new plate into alignment with the shaft. The shaft can be permanently fastened to the flywheel. Never remove the job until the clutch cover is re-installed.

The foregoing procedure prevents the new clutch plate from being dropped out of low, thereby making installation of the transmission practically impossible. At least it is made possible to do it. In no way does the transmission assembly hang on the clutch shaft without support. The resultant bending is sure to ruin the parts.

When a new clutch plate of the single plate type is installed, particularly on clutches where the clutch adjustment is controlled by adjusting the clutch pedal arm, it is imperative, after the new clutch plate is installed, that no attempt be made to engage or disengage the clutch until a new adjustment is made of the clutch pedal arm to compensate for the increased amount of throw necessary in the new type of clutch adjustment. As the clutch plate wears during the time the car is in service, adjustment of the clutch pedal is made to compensate for that wear to keep the clutch from slipping. Therefore, the 16 inches having been worn is necessary, this adjustment requires the adjustment to be on such a compensating for the increased thickness of the clutch facings when a new plate is installed.





ACCURATE Clutch Plates

Know the repairman's side of the story. Knowing how the slightest fault, the tiniest incorrect dimension, can whittle down the profits on a job, every Accurate Clutch Plate comes to the shop man, saying, "Trust me, Accurate keeps faith."

One of the Accurate Parts reprints with the company's copy added in the lower right hand corner box.

How We Made Our Dealer Advertising Dollar Do Double Duty

BY MAXWELL S. CAGAN
Accurate Parts Manufacturing Company, Cleveland, Ohio

CONFRONTED with the problem of reaching more than 100,000 retail outlets on a limited sales promotion budget, the Accurate Parts Manufacturing Company this year found an altogether new twist for their trade advertising program, which is working out with an unusual degree of satisfaction.

The plan is simple, and it can be adapted to similar problems in other industries. It revolves about the merchandising of business paper articles. It involves a relatively small outlay of money. The plan, as we developed it, enabled us to stretch our 1931 advertising dollar to several times its normal capacity.

There is nothing new or startling about this plan. It has been used off and on, in a more or less sporadic manner, by hundreds of firms. It is merely the systematic application of it and the consistent, effective adaptation of it, that helped us to obtain the result we did at such small expense.

Like many other companies, we gave considerable time and thought to ways, methods and means of getting

more for our 1931 advertising dollar at the time when our advertising appropriation was set. Following the example of others, we began by pruning existing fixed expenses. Employees were urged to give more time, thought and attention to their respective jobs with a view to effecting economies wherever possible. Fancy frills and self-satisfying embellishments were curtailed and finally eliminated; office methods and routine were simplified; and a rigid rule of cross-checking the need for, and the issuance of, every purchase order was instituted. In the aggregate this resulted in a considerable saving without in any way affecting the efficiency of the personnel or office procedure.

The major portion of our advertising appropriation covers, what we term, fixed expense. These include such items as salaries, catalog requirements, sales records, convention expenses, etc. All the other expenditures are prorated on the basis of sales, potential volume, competitive strength,

sales outlets, contemplated developments, territorial divisions, etc. The sums appropriated are budgeted in accordance with the seasonal activities and with every quarterly audit are checked and balanced.

Thus in connection with territorial development it was decided that we must do something in dealer sales-promotion work and a certain sum was set aside for that purpose. The problem was, *how* to do it in an effective manner and *how* to keep it within the set figure.

Many obvious solutions were presented. But when one takes into consideration the fact that we have no direct contact with the dealer trade, that our products are sold through jobbing organizations who maintain their own sales forces and handle anywhere from 500 to 1,000 different lines, one can readily appreciate the magnitude of the task to approach and influence the dealer.

Naturally the first suggestion was that we institute a direct-to-the-dealer

advertising campaign. But so far as we were concerned it was out of the question. There are approximately 130,000 retail outlets and dealer organizations scattered throughout the country and to reach them with any fair assurance of possible favorable response would have involved an expenditure of at least *ten* times the amount set aside by us for that purpose.

Another suggestion was that we go after the jobber salesman and through him to his customers. But here again the expense of keeping in constant touch with approximately 15,000 salesmen, informing them, training them and urging them to talk, sell and push our goods, would be almost prohibitive.

Still another suggestion was that we issue a monthly or semi-monthly house organ. But once again the time, effort and expense element involved in the preparation, production and proper distribution of the right kind of house organ forced us to abandon the idea. Of course several very good and highly popular syndicated house organs were offered to us, but the material therein was too general to be of specific value to use as a sales-builder.

We had to find something that would bridge the gap between us and the dealer, that would interest the jobber, encourage his salesmen, take up problems and situations peculiar to our business, influence the dealer, help sell goods for us and *yet* would involve a small expense.

At about the same time an article appeared in one of the trade publications that was highly informative and right in line with our own creative selling and educational program. We wanted to reprint it and upon inquiry learned that the publisher would be very glad to supply us with regular reprints at a nominal cost. Then the question was brought up as to why it wouldn't be best to reprint the article ourselves. This would enable us to make certain desired changes in the layout and while retaining the original article incorporate at the same time sales pointers referring particularly to our own line.

Upon further inquiry the publication gladly supplied the cuts and within a few days 25,000 four-page sheets were printed, representing a happy combination of our own copy and the original text. Sample copies were mailed to the trade and with them a letter which called the reader's attention to the sales value of the reprint and urged him to order imprinted copies from us for distribu-



The Accurate Parts Manufacturing Company was faced with the problem of achieving adequate advertising coverage among the trade on a limited appropriation. Through a plan which revolved around the merchandising of business paper articles, they are achieving a solution. The plan can be adapted to many lines of business.

tion to the dealers in his territory.

The response was very gratifying. It exceeded our fondest expectations, for within six months 165,000 of these sheets were distributed by our customers. In fact we still have calls for that sheet and only recently ordered 25,000 more copies from the printer.

Shortly afterwards another highly instructive article appeared in one of the popular trade publications. Again we secured the cuts, prepared a special four-page sheet and once more the trade responded with alacrity demanding more and more copies of the reprint.

Since then we have reprinted on the average of an article a month and because of the evident success of these reprints we are definitely set on a sales promotion program that though broadly educational in character is highly effective as a sales-building medium and is eagerly accepted by the jobber and dealer alike.

So far-reaching has been the influence of these adapted reprints that of late we began to receive inquiries from dealers and repairmen requesting specialized and technical data in reference to our product and the proper procedure in handling this or that specific situation.

Thus within the short period of ten months we established a definite favorable relationship that is constantly building good will towards our company, establishing confidence in our goods, developing a readier acceptance of our creative-selling policies, and resulting in these definite easily traceable results:

1. It created good-will. Jobbers were quick to realize the sales value of the specially prepared reprints and whole-heartedly lent us their support. In fact we know of many cases where jobbers urged their salesmen to distribute those sheets in person so as to make *sure* that every customer and prospect on their list received a copy.

2. It helped to establish a feeling of confidence. Each article, usually from the pen of men well known to the trade, backed by the prestige of the publication itself, coupled with the timeliness of the

message and the effective tie-in of our own sales copy tended to crystallize the favorable opinion towards our goods.

3. It earned the good-will of the publishers. There's hardly a publication in the country, regardless of its size and position, that does not want to be quoted or to have its reading matter reprinted, especially when full and proper credit is given to the publication. Realizing the value to their respective publications of such wide distribution of reprints from their pages, publishers have been reciprocating in many ways.

(Continued on page 481)

Census Sales Data by Counties to Be Issued in October

FOLLOWING closely upon charges and countercharges about delays in making Census of Distribution data available to business executives this fall, the Department of Commerce announced this week that "within three or four weeks" it will issue a special marketing report in connection with the 1929 Census of Distribution. In it distribution data will be broken down into 3,047 counties with figures showing (1) the number of stores, (2) the total sales and (3) both stores and sales divided according to the nine major classifications of trade used in the census.

Preliminary Figures in October

This is particularly good news, coming as it does so soon after the telegrams sent by Secretary of Commerce Lamont and Director of the Census Steuart to the Boston Conference on Retail Distribution, as reported in last week's issue of this magazine. The former gave no indication of dates when county data would be available, but referred to Mr. Steuart's wire, which stated frankly that the preliminary county data, complete for all counties, could not be had by November 1 (the date set in the telegram sent by the conference to the government).

Of course the figures to be released in October will be preliminary in character, but, according to John Guernsey, retail authority of the Census of Distribution division, they are not likely to vary more than 1 or 2 per cent from the final (and more complete) figures. This small difference is of small moment as compared with making the county data available to sales executives as early in the fall of 1931 as possible.

Mr. Guernsey also is authority for the statement that the final figures on a state-by-state basis will be broken down into towns of 1,000 population and will show data on thirty-nine different kinds of business, and will be issued first for Connecticut, Massachusetts and Ohio. The New York state report will follow these and will be ready about the first of the year.

It is not to be expected that gov-

ernment officials will admit that any of their plans have been changed as the result of the articles appearing in SALES MANAGEMENT and the letters and telegrams from our readers which have been raining down on Washington for the past month pleading for speed in the release of county figures. That the release dates *have* been speeded up, there seems little reason to doubt, because it is only since the energetic campaign was inaugurated by SALES MANAGEMENT's readers that officials began to talk of specific dates *this fall*, for the release of data by county divisions. Not that Census Bureau or Department of Commerce officials are to be blamed for their previous indefiniteness—because it is only when business men manifest enough interest by making clear *just what they want, and when they want it*, that tremendous organizations such as the Census staff can increase attention and efforts along the lines of most immediate interest and value to business.

As a matter of fact we believe the officials of the Department of Commerce and its Census Bureau are grateful to our readers for evincing the interest they have shown. It is always inspiring and encouraging for our hard-working government officials to hear from the outside that they are doing work which is of vital importance to business, work that is appreciated and valued. Only too often their efforts apparently go unnoticed, or they hear only of the trivial errors which have crept in.

The readers of SALES MANAGEMENT may, therefore, congratulate themselves for acting so promptly and so forcefully in making known their wishes to Washington. Through telegrams and letters to the Census Bureau and their senators and congressmen large numbers of our readers showed not alone that they wanted the county figures, but that they wanted them in time for use in planning their 1932 sales campaigns. In fairness to the officials in Washington who are in any way responsible for the Census of Distribution work it should be stated that prior to SALES MANAGEMENT's articles on the probable delay in printing the county

figures, the business men of the country had not made their wishes known, and with the multitude of work being turned out by the Department of Commerce it is not surprising if certain items, such as the county figures, to cite just one example, should have been sidetracked for execution at a later date, since there was but little *proof* that they were needed now.

That need having been expressed, the department was quick to act favorably upon it. This is highly commendable, since in the last analysis this is just as it should be. If the agitation fostered by SALES MANAGEMENT has seemed over-vigorous to certain government officials, we trust that this feeling will be dissolved in the enthusiasm with which their latest announcement will be greeted, and by the knowledge that they will be giving American business the data it needs *when it needs it*.

Manufacturers Offer Thanks to Mr. Klein

NEW YORK—Letters from various manufacturers praising his stand against attempts of certain manufacturers to bribe his buyers are reproduced by S. Klein, head of S. Klein, women's apparel store in New York, in the second advertisement of a series on the subject in *Nugent's* magazine. The current advertisement, of two pages, is devoted in part also to acknowledgments to editors.

Stories about the campaign appeared in the August 15 issue of SALES MANAGEMENT, and in several other business magazines and newspapers. SALES MANAGEMENT, however, was the only publication to have an interview with Mr. Klein on the subject—the others reproducing or quoting from the initial advertisement.

The series is written by Henry Sucher, editor of *Nugent's*.

In a rambling store on Union Square, New York, Mr. Klein does a business of \$38,000,000 a year.

LOS ANGELES—Con G. Cowan, advertising manager of California Walnut Growers' Association, has become assistant sales manager, succeeding Claude B. Payne, now with the National Pecan Growers' Exchange.

A Candid Question to the Advertiser

... *Who gets LESS for What He Sells than he did in 1928:*

Are you getting MORE from what you *BUY* in 1931-1932?

COMPARE With Any Other Magazine

HOW MUCH?

Liberty averaged 2,401,416 weekly circulation for 1930, 2,411,612 for the first half of 1931.

WHO?

Liberty is deliberately edited for both men and women. It is read by 2,750,000 men and 3,009,000 women. Result records have been broken for men's and women's products alike.

80% of all Liberty families above \$2,000 income class

65.8% U. S. average

52% own homes

37% U. S. average*

84% have telephones

39% U. S. average

58% have radios

46% U. S. average

50% have vacuum cleaners

37% U. S. average

34% have electric washers

29% U. S. average

15% have mechanical refrigerators

8% U. S. average

*In cities covered by Starch Survey

WHERE?

Liberty concentrates three-quarters of its circulation in cities over 25,000 population. Liberty places more circulation here (where major part of all retail business is done) than any other magazine.

HOW READ?

Liberty is wanted enough by its readers, that 99% of them buy voluntarily week after week. No expensive subscription crews are necessary to sign up readers 6 months or a year or two in advance. 99% single copy circulation is 99% guaranteed-to-be-read circulation.

Then, instead of burying 90% of its advertisements after the start of the last story, Liberty alternates advertisements and story leads throughout the book. Surveys show this nearly doubles readers-per-advertisement.

THE YARDSTICK OF CIRCULATION QUALITY

IF declining commodity prices have put your dollar volume out of step with your unit sales . . .

Are you meeting your diminished receipts by:

1. Diminished outlay, or by
2. Increased value for your outlay?

While it is true that magazines in the aggregate have decreased their costs but a fraction of a per cent in the face of a 30 per cent commodity price decline, it is also true that many of them have increased the physical attractiveness of their format.

A more direct argument against diminished outlay, however, may be found in Liberty, whose cost has declined 35 per cent since 1926—while its physical attractiveness is now on the way to being enhanced to the tune of more than a quarter-million dollars a year.

A New Opportunity

Liberty was already a phenomenal circulation success when it was acquired by Macfadden Publications, Incorporated, this past April. Its editorial policy of dramatic, newsy, concise material from famous authors and illustrators has, therefore, been continued.

But \$100,000 more a year is being spent on these editorial and art activities.

In addition a new paper contract has just been made—the largest quality paper order ever placed by a single magazine—which will start Liberty off in 1932 with a mechanical reproduction worth \$160,000 more, annually.

What This Means to Advertisers

Now advertisers have been attracted to sharpen their pencils and figure. Your Post-Depression dollar can buy:

Liberty 565 families
Average of 3 other Weeklies . . 377 families
Average of 2 Monthlies . . . 391 families
Average of 6 Women's
Magazines 286 families

Advertisers who want to match Post-Depression profits with Post-Depression advertising value find, therefore, that Liberty will increase their appropriation's effectiveness:

50 per cent more than other Weeklies
45 per cent more than Monthlies
98 per cent more than Women's Magazines

Proof of Timeliness

That Liberty's new management came at the so-called psychological moment may be indicated by the fact that within 60 days 92 advertisers and 58 agencies had placed \$1,521,677 in new orders.

Judged by the rate at which new contracts are arriving as the main list-making season approaches, Liberty is now being regarded as not merely "another good magazine," but as a logical market for bulking Post-Depression appropriations.

The answer to diminished profits need not be found in diminished appropriations so long as 50 to 100 per cent greater value may still be bought.

Write without obligation for booklet: "To every man with \$1 to spend in advertising." Liberty Magazine, 2738 Graybar Building, New York City.

Liberty . . . a weekly for the whole family
PRICED FOR POST-DEPRESSION

Government in Business

BY JAMES TRUE

Director, Washington Bureau

WASHINGTON, D. C., September 23.—The viewpoint of the railroads regarding rate increases is being expressed, with the support of financial institutions interested in their bonds, before the Interstate Commerce Commission, and the best informed observers radically disagree as to the outcome. With the case nearing its end, it looks as if the railroads will get an upward revision of rates in various classifications, but not a blanket increase of 15 per cent. Undoubtedly, the campaign will be waged further on the part of the railroads, not only in the hope of additional increase, but with the motive of educating the country to the necessity of preserving the value of railroad bonds and their importance as investments of banks, insurance companies, other large finance organizations and the public.

Business Improvement Has Begun, according to a prominent Washington advertising man who, within the last three weeks, has landed three new and large accounts—two in New York and one in Boston. He further informed this bureau that he gathered the impression on a recent trip through the eastern states that a great many firms are now preparing to overcome depression with increased advertising and merchandising effort.

Price Maintenance by Helena Rubinstein, Inc., of New York, is being investigated by the Federal Trade Commission. The final argument was recently scheduled, and behind the case is an interesting complication. For many years the business was built up by maintaining prices on the old, common-law right of the selection of customers. A new faction in the organization, it appears, desires to throw the bars down and allow the goods to be sold as loss-leaders, and the supposition is that the faction brought the case before the Federal Trade Commission.

Expressing Intentions to Vote, Senator James J. Davis has broken the record for brevity among a number of similar statements. The senator has written this bureau: "I favor legislation which will help business, stabilize employment and give encouragement to all those who want to do business."

Control of Basic Commodities is the most important factor of business improvement, according to Representative A. D. Sanders, of New York. Mr. Sanders states: "If and when the production of farm products and other so-called raw materials can be brought into relation with consumptive requirements, I believe the situation will be relieved, and not until this is accomplished do I anticipate much revival of business. . . . Probably, with the situation changed, that is, with no further financial aid by the government or private interest, an equilibrium will gradually develop."

Suspension of the Anti-Trust Laws must be accomplished in business as they have been suspended in their application to organized labor and the farmers, according

to Representative Francis Seiberling of Ohio. "My thought in the matter is," the congressman said, "that the fierce and unrelenting competition which has grown up under the operation of the Sherman Anti-Trust Law is bearing more heavily upon labor than upon any other class of people, and that its injurious effects upon business are far greater than its benefits." Mr. Seiberling also pointed out that the anti-trust laws are forcing manufacturers to reduce the cost of manufacturing, and that in this effort labor suffers greatly. He further said that the corporations are not in a financial position to give society what they owe, namely: pensioning of old and incapacitated employees. "It is my judgment that we should modify the Sherman Anti-Trust Law so as to permit the competitors in an industry to make a showing to the Federal Trade Commission that they have maintained or intend to maintain proper reserves for pensions and similar service, to submit contracts in restraint of trade, stabilizing the prices of their products and even providing for the distribution of the volume of their business."

Reducing the Hours of Labor and the five-day week will probably have the attention of Congress in its application to government employees. In this way, certain members of Congress hope to set an example to all industries. It is also likely that Congress will favor labor for a period of years by some restraint or prohibition of the issuance of patents on factory labor-saving devices.

Manufacturers of Sporting Goods and all recreational products may expect a stimulation of their demand as the hours of labor are shortened, according to a prominent authority. As business picks up, there will be a great deal of discussion as to the best use of leisure time, and many new avenues for the advertising of sporting goods will be apparent.

Advancement of the Science of Marketing by a national organization recently formed in New York is having the cooperation of government officials. Dr. Frank M. Surface, assistant director of the Bureau of Foreign and Domestic Commerce, is vice-president of the Washington division. (See page 472.)

Long Hours in the Retail Grocery Field, as practiced by chain stores in their competition with independent grocery and delicatessen stores, are being considered with some alarm. One chain on the west coast is reported to be keeping its stores open until 10 o'clock at night and all day Sunday. Competitive chains are reported to be adopting the practice, and interested officials anticipate a further campaign on the part of state legislatures for the curtailment of chain distribution.

To Teach the Consumer about retailing, the Chamber of Commerce of the United States is cooperating with local chambers. Attempt will be made to clear up popular misconceptions of retail functions, a national campaign starting the third week in October. Every week for six weeks, nationally known women speakers will address the public over a network of broadcasting stations.

MOLLOY CATALOG COVERS

"Here's a peach of an Order, Miss Jones, and the customer specially compliments us on the Attractiveness and Durability of our Catalog Covers.

"So, we've decided to have Molloy make our Covers again for the New Catalog."



Do your Catalog and Loose-Leaf Covers convey a correct impression of the quality of your product?

Are they as attractive as they should be to help you sell your line?

Are they durable enough to stand hard use and still look fresh and inviting?

These are characteristics of Molloy Covers that increase the sales value of your Catalog, Proposal or Sales Manual.

Let Molloy Artists submit ideas for your Cover, without obligation. Send for sample cover.

**Full Range of Materials and Prices
to Suit Any Sales Problem or Budget Allowance**

Flexible Covers Stiff Bound Covers Loose-Leaf Covers
Artificial Leather Flexible Mocotan

THE DAVID J. MOLLOY COMPANY

2869 North Western Avenue
CHICAGO, ILLINOIS



New York Address:
52 Vanderbilt Avenue

The Postman Whistles

Curtain Calls

Editor, SALES MANAGEMENT:

One of the best stories you have published lately was that which had to do with Mr. Davey's plan, published August 22, entitled "How Should a President Talk to His Salesmen?" We would like to have twenty-five copies of this article for distribution to our salesmen.—*C. E. Roach, Capital City Paper Company, Springfield, Illinois.*

Editor, SALES MANAGEMENT:

I am enclosing a copy of a letter sent to Mr. Davey today. Perhaps you may see a use for more of your reprints in connection with the suggestion that I have made to him.—*Leonard Darbyshire, sales manager, Marshall Metal Company, Los Angeles, California.*

The letter: (in part)

Dear Mr. Davey:

As further illustrating the subject matter of the sales letter addressed to your own men, I quote the following from a letter written me by a salesman in the middle-west. He says: "I met a friend on the street the other morning who is vice-president of a prominent insurance company. I told him that I had incidentally heard of a firm nearby that was in need of some additional insurance and suggested that he accompany me over to the prospect for an introduction. He went very reluctantly and you could see by his actions that he did not believe there was such a thing left as a prospect for insurance. He got a small order and he can't figure it out yet. He expected them to say 'no'."

Undoubtedly, from the responses you are receiving on this subject, you may hear of other instances like this, and I believe it would be well worth while to send them to SALES MANAGEMENT for publication.

With reference to your hope "that some favorable results will flow from this co-ordinated effort that will be of substantial benefit for the common good," will you allow me to make a suggestion, and that is this: That you write to the business executives from whom you have heard, enclosing a copy of your letter to your sales force, together with any additional matter which you may be able to add thereto, and request these executives personally to address a letter to the editors of prominent newspapers in their territory enclosing your own matter and suggesting that this is a subject which the newspapers might do well to give publicity to, either through their news columns or on their editorial pages. . . . The subject is of such universal interest that there is no reason why the papers should not give this space. Further, they really owe it to the business interests of the country, as I thoroughly agree with what our Indiana representative said in a recent letter, viz.:

"I sometimes think our newspapers are doing a great wrong by featuring in bold headlines the unemployment situation, bank failures and other phases of the present economic situation. The publication of these matters has a tendency to create a panicky feeling in men and there is no

doubt that a great many people who are financially able are following a policy of retrenchment that is harmful."—*Leonard Darbyshire.*

(From the broad plains and from beyond the mountains have come scores of letters to the editors of SALES MANAGEMENT expressing gratitude for the article "How Should a President Talk to His Salesmen?" which appeared in the issue of August 22. The article was built around a letter sent recently by Martin Davey, president, the Davey Tree Expert Company, to his salesmen. It was a straight-from-the-shoulder talk about present business conditions, especially about the fact that business is not recovering more rapidly because salesmen all over the country have lost heart and morale—are literally scared to death. So many calls have come into the editorial offices for complete copies of the letter that we have arranged to obtain from Mr. Davey enough reproductions to answer all requests. If you want a copy, write to the Managing Editor.—THE EDITORS.)

Editor, SALES MANAGEMENT:

I am attaching a copy of a letter from W. A. Freyer, general sales manager, Auburn Button Works, Inc., of Auburn, New York. I thought perhaps you would find it of interest.—*Martin L. Davey, president, Davey Tree Expert Company, Kent, Ohio.*

The letter:

I read today your article in SALES MANAGEMENT with a great deal of interest. I am also of the opinion that if there could be a concerted action on the part of business through its salesmen, wonderful results could be expected.

We are today writing our salesmen and sending them a copy of your article. Am sure that it will do them a lot of good and thought you would be interested to know you have another "Member" or whatever you may wish to call it.—*W. A. Freyer, general sales manager, Auburn Button Works, Auburn, New York.*

Editor, SALES MANAGEMENT:

In SALES MANAGEMENT for September 5, in the department "The Postman Whistles," there is mention of a possibility of your reprinting an article in the August 22 issue "How Should a President Talk to His Salesmen?" I think this was a splendid article, and if the reprint comes off, will greatly appreciate having twenty-five copies. Maxwell Droke's page is always interesting to me, and SALES MANAGEMENT is not such a good book when that page is eliminated.—*W. Bert Lacasse, general sales manager, Mack, Miller Candle Company, Syracuse, New York.*

Just Good, Clean Fun

Editor, SALES MANAGEMENT:

I was surprised to see in a recent issue of your magazine a cartoon featuring the Clicquot Club Eskimos sweating and suffering at their broadcasting job.

It is a well-known fact that broadcasting studios of both the Columbia and National systems are equipped with manufactured weather by Carrier and that the perform-

ers do their work in the utmost comfort, summer and winter, regardless of outside weather conditions.

As a matter of fact, I believe the Clicquot Club Eskimos occasionally broadcast in their fur costumes without suffering undue discomfort even in the hottest weather.—*Egbert White, Batten, Barton, Durstine & Osborn, New York.*

(When SALES MANAGEMENT explains that its cartoon series is meant to represent excursions into absurdity and not portrayals of fact, it will be obvious that no offense was intended either to the broadcasting studios or B. B. D. & O.'s good client. Because SM specializes in the more weighty and constructive type of article, the editors are guessing that fleeting touches of lightness might not go unappreciated. Are they right?—THE EDITORS.)

Jerking Up the Citizens

Editor, SALES MANAGEMENT:

What we must do is try to put a little more of the fear of God in the hearts of people—make them realize that they cannot go ahead unless they get a profit. That is what is hurting our country so much today.—*Willoughby M. McCormick, president, McCormick & Company, Inc., Baltimore, Maryland.*

(Some of Mr. McCormick's own brand of the fear-of-God is to be found in the leading article in last week's issue. See page 414.—THE EDITORS.)

Boom in Reprints

Editor, SALES MANAGEMENT:

Enclosed you will find my personal check to cover thirty-five copies of the article, "Save the Day," which appeared on page 280 of the August 22 issue.

This article is indeed thought-provoking and, for your information, will be mailed, together with a personal letter, to those dealers in this zone who, in our opinion, need the stimulant we believe the article will provide.—*Lester Lloyd, Buick Motor Company, Dallas, Texas.*

Editor, SALES MANAGEMENT:

Would you please enter our order for thirty copies each of the following articles appearing in your magazine?

The articles were entitled as follows: "Is Saturday Really an Off Day—or Do Salesmen Only Think So?"; "Save the Day"; "Is Business Bad?"; "Are Sales Off Because We Don't Ask for Orders?"

We would like to secure at least thirty copies of each one of these reprints and if you are to publish additional articles of this nature obtainable at a cost of two cents per copy, enter our order to send us the same number each week, and we will remit for them.—*G. R. Ames, field manager, Henry L. Doherty & Company, Milwaukee.*

(In every mail letters are snowing in asking for reprints of the special pages SALES MANAGEMENT has been printing, which are especially designed for sales executives to use for mailings to salesmen, for reading in sales meetings or for distribution at conventions. So popular have these pages become that subscribers are now asking for them on a t.f. basis. Subscriber Ames was the first to do so; trailing him by one day's mail were W. H. Mason, president, Scott Tobacco Company, and W. S. Dorset, vice-president, Interstate Cotton Oil Refining Company, Sherman, Texas. Should anyone else desire to be served on this basis, SALES MANAGEMENT will be glad to comply.—THE EDITORS.)

Frank E. Davis, Fisherman, Starts "Fresh Fish of the Week" Service

BY LAWRENCE M. HUGHES

"**N**OW you can have Ice-Cold, Perfectly Fresh Ocean Fish from Gloucester, delivered right to your home every Thursday—*by mail!*" wrote Frank E. Davis, "the Gloucester Fisherman," in a letter to customers in New England and in sections of New York, New Jersey and Pennsylvania a few days ago.

There is nothing new in the idea of selling fish by mail. Mr. Davis, president of the Frank E. Davis Fish Company of Gloucester, has been doing it for forty-six years. He now supplies more than 200,000 customers throughout the country with sixteen different varieties. But "Fresh Fish of the Week Service" is an innovation.

Whether or not it will be extended nationally Mr. Davis is not certain. That will depend on the response from customers in these first three parcel post zones who have been chosen for the test.

To keep the fish fresh, the Davis company is employing the Birdseye quick-freezing process of General Foods Corporation.

The first mailing, September 18, went to 5,000 customers. No other media are now being employed.

Offers for four- and eight-weeks' shipments are being made. "The outstanding fresh fish in the Gloucester market will be sent you every week. The first week you may receive fresh mackerel fillets; the second week fresh haddock fillets," the third codfish fillets, and so on. "I plan your shipments so that they will arrive on Thursday," Mr. Davis continued. "All you have to do is to remove the ice-cold fish from the carton and put them in the ice-box. . . . You'll be glad you did it—for you'll be in for many new ocean treats this fall."

A blank is enclosed, on which subscribers may specify the number and size of the shipments desired weekly—or, if they prefer, every other week. Four two-pound packages, parcel post prepaid, will be delivered for \$3.95, eight for \$7.25; four four-pound packages for \$7.35 and eight for \$13.95. On the form letter to Mr. Davis, the subscriber specifies that, "if, after I receive my first shipment, I do not care for your service, I will write you to discontinue service. On the other hand, if your fresh fillets are as good as you say they are, and I like

them, I will send you your money in full for the service just as soon as I have tried the first shipment." And if the customer sends his check in full with the subscription blank he gets a 5 per cent reduction.

Several letters have been prepared by John A. Smith, Jr., advertising manager of the company, for the test. The letter quoted above, which has a saltier tang than some of the others, starts off with "Dear Customer: *Here's good news for you.*" Two of the letters are addressed not to "dear customer" but to "dear friend"—one of them starting off with the request to "do me a favor." Two are more reminiscent in tone and one leads off: "ever since I started this business, back in 1885, I've been dreaming of the time when I could send you perfectly fresh ocean fish from Gloucester—*by mail!*" All of them bear the title, "The Gloucester Fisherman" under the signature, and all but one carries the postscript: "You are assured that this new service will in no way affect my regular method of shipping quality, keepable sea foods direct to your home as I have always done in the past."

The slogan of the campaign is "Right from Fishing Boats to You."

All of Mr. Davis' promotion has been personal and salty. Pictures of him when "as a lad of ten, I helped my father, Eben, at sea"; of when "my business started in 1885, in such small quarters as this"; of Mr. Davis and his son Arthur (treasurer) selecting "fat, tender, juicy mackerel" and of the present four-story home of the Frank E. Davis Fish Company, on Central Wharf, Gloucester, with fishing smacks moored alongside, adorn his direct mail literature.

In its regular service the company announces prices for each of the various products. These prices are maintained east of Utah.

Einson-Freeman Patents New Pyramid Displays

NEW YORK—Patents on two types of pyramid displays have been granted to Einson-Freeman Company, Inc., New York, lithography. The pyramids are lithographed on one piece, assembled and shipped "knocked down." By opening up and locking a few tabs they are ready for display.



Frank E. Davis

Eighty years old last month, Mr. Davis, who originated the idea of selling fish by mail and who now follows it with "Fresh Fish of the Week" service, has lost none of his energy and resourcefulness.

"He is the first one at the office and the last to leave every day," one of his executives explained.

"The fisher-folk of Gloucester laughed at me in '85 when I started to sell fish by mail," Mr. Davis says. "They still call me a crank, but I don't mind."

Clinton Carpet Contest Helps Retail Salesmen to Build Ozite Sales

CHICAGO—The best letters from retail salesmen on "How I Sell Ozite" will be awarded prizes aggregating \$360 by the Clinton Carpet Company here. Ozite is a base for floor coverings.

"We want first-hand information from the men on the floor to pass on to other salesmen," explained Louis H. Regensburg, president of the company. "When do they show Ozite to the customer—before or after closing the rug sale? How do they demonstrate it? Do they use any facts about it from their own experience that we do not include in our advertising?"

"We hope that the contest will also direct salesmen to the market for Ozite for rugs now in use in customers' homes—a market fifteen times as great as that for new rugs."

Judges in the contest will be: H. W. Prentis, Jr., first vice-president, and S. E. Conybeare, assistant general manager of Cork Division, Armstrong Cork Company.

George Graham to Enter New Six-Cylinder Car in Low-Priced Class

DETROIT—A new low-priced six-cylinder car will be launched soon under George M. Graham, former vice-president of Willys-Overland, Inc., who has established headquarters in the Book Building here.

Mr. Graham has started work in effecting a dealer organization.

"The introduction of the new car is based on a belief that two years of depression have changed the nation's buying habits," he said. "People today want more for their dollar. The car we are planning will be new in name, design, value and price. It will enable the buyer to reduce his average expenditure as much as \$300 and still obtain the essential advantages of higher-priced cars.

"We are going to advertise the car dramatically, soundly and consistently—with every known means of exploitation."

Mr. Graham declined to reveal the name of other sponsors of the project.

Stromberg Electric Tackles the British Market

LONDON—Magneta Time Company has been appointed agency for the British Empire for Stromberg time recorders for the Stromberg Electric Company, Chicago.

Magneta has been supplying the English market from the Bank of England down to greyhound racing at the White City with time-recording devices. It is increasing its sales staff to market the new line and hopes to manufacture Stromberg equipment in its own factory in England shortly.

Refrigerators May Become Westinghouse "Mainstay"

SEATTLE—A \$100,000,000 business in 1932 with a volume of \$44,000,000 in electric refrigerators alone is anticipated by the Westinghouse Electric & Manufacturing Company, Carl D. Taylor, advertising manager, announced here recently. Mr. Taylor is now on the Pacific Coast perfecting a dealer organization. An increased advertising program is being planned.

LOS ANGELES—To keep its sales force busy during the summer quarter, when production of California avocados is at its lowest, the Calavo Growers of California has started to market limes under the trade name "Juicy-Fresh."

MILWAUKEE—H. J. Moore, comptroller and treasurer of the Pabst Corporation, Milwaukee, has resigned.



George M. Graham

Business Executives Plan Tour of Laboratories

NEW YORK—The National Research Council is sponsoring a tour by executives of laboratories throughout the east and middlewest.

The itinerary includes the Massachusetts Institute of Technology, Arthur D. Little, Inc., and Dewey & Almy Company, Cambridge; Thompson & Lichtner Company and United Drug Company, Boston; Eastman Kodak Company, Rochester; Ford Motor Company, Detroit; National Lamp Works, Cleveland; Goodyear Tire & Rubber Company and Zeppelin Plant, Akron; University of Cincinnati and Tanners' Council, Cincinnati; Battele Institute (Metals Research), Columbus, Ohio; and Westinghouse Electric & Manufacturing Company, East Pittsburgh.

First Aid to Collegians: Imitation 'Coon Coats

SANFORD, ME.—No self-respecting college man may now go without a raccoon coat. Sanford Mills here is putting on the market Koongara, a fabric woven by a patented process of mohair in two elevations of pile, which is colored and designed to imitate raccoon fur, and has a rubber interlining for warmth. The prices also will be more moderate.

The product will be distributed by L. C. Chase & Company, Boston, and advertised in college and fraternity papers through S. A. Conover Company, Boston.

Leonard Refrigerator Trebles Advertising; Adds More Dealers

DETROIT—Plans for trebling its advertising program in the fiscal year beginning October 1—the fifty-first year in its history—were announced by Leonard Refrigerator Company here to SALES MANAGEMENT this week.

"Our plans provide for national publications and trade paper with a considerable portion of the funds going to newspapers," said R. I. Petrie, sales manager. "A corresponding increase will be made in sales promotion material.

"Last year was Leonard's first year in the electric refrigeration field," Mr. Petrie added. "We have had about fifty distributors and 2,000 dealers handling the Leonard line, and we expect to double the number of our dealer outlets in the next year. There are more than 2,500,000 Leonard ice boxes now in use. A great many of these customers, we believe, will become users of Leonard electric refrigerators."

The company recently appointed Brooke, Smith & French, Inc., of this city, as advertising counsel.

Pebeco Starts Biggest Advertising Campaign

NEW YORK—"The most expensive toothpaste advertising campaign that has ever been attempted" has just been launched by Lehn & Fink, Inc., here for its Pebeco brand.

The campaign to run about two and one-half months, principally in newspapers, will cost about \$250,000, Edward Plaut, president, announced.

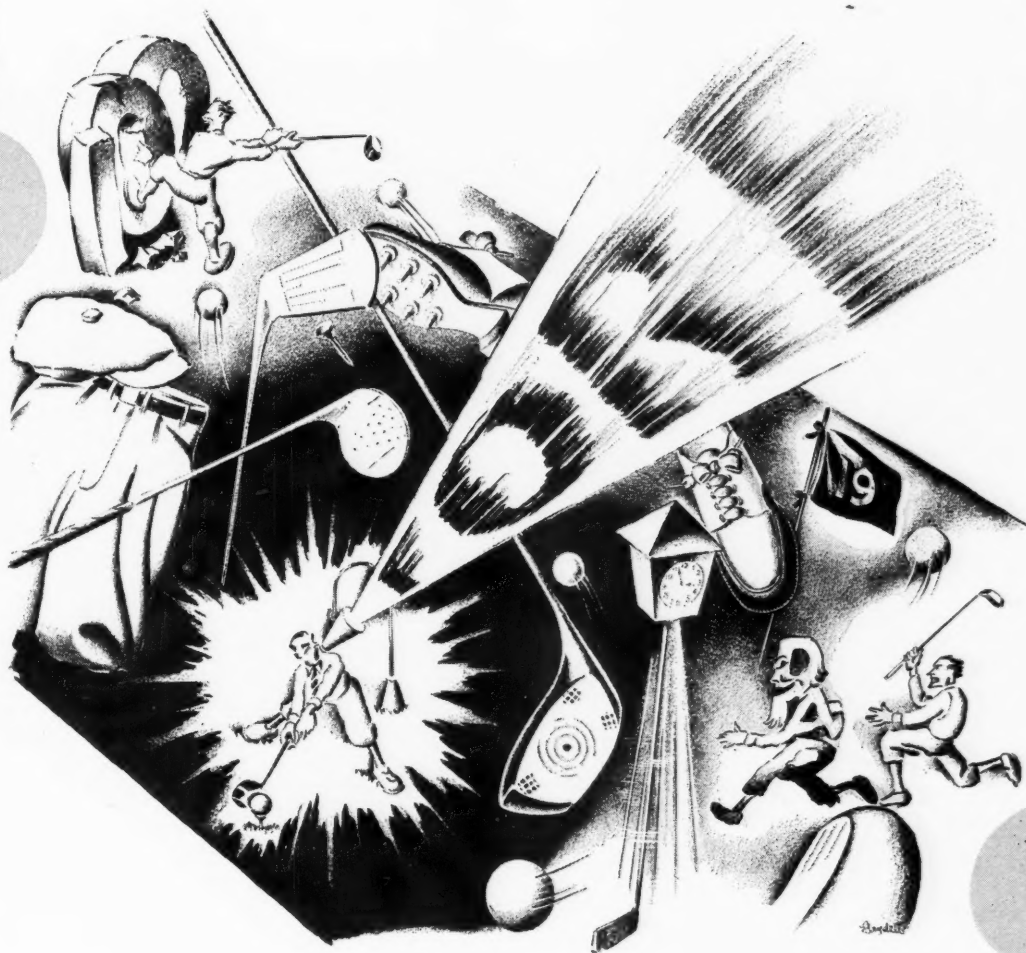
"If we didn't believe that the American public would resume buying habits more compatible with its needs," Mr. Plaut said, "we would not continue and complete unrevised our program of spending during 1931 the largest sum for advertising our products that Lehn & Fink has spent in its fifty years' existence—almost \$2,000,000.

"If we had not faith in signs that point to a slow but definite recovery in business we would not rush our plans for active campaigns for increased sales this fall."

Joins Einson-Freeman

NEW YORK—William G. Adams, managing director of National Council of Traveling Salesmen's Associations of America, has joined the Einson-Freeman Company of Long Island City, manufacturer of window and store display advertising. He will specialize in creative sales research in the marketing of drug and grocery chain stores.

PLAYING THE GAME WITH STERLING



EQUIPMENT attuned to the tasks and hazards, form, approach, the warning cry of "Fore," the drive, pendulum stroke, chasing old man Par, smashing a 100 are features of the game, measuring skill, superiority, success.

Pictures tell the story. Real craftsmen are fired with the sportsman's zeal. Their goals are kindred.

Sterling's Photo-Engraving plates are characterized by their printing qualities and faithfulness to copy. We offer a service in all the pictorial reproductive processes and Commercial Art . . . that will come through.

Color Process, Black and White, Ben Day, Line



STERLING ENGRAVING COMPANY

304 EAST FORTY-FIFTH STREET — V A n d e r b i l t 3-7661 to 7666 — NEW YORK, N. Y.

Inaugurate National Association to Foster Science in Marketing

NEW YORK—To "provide for systematic study and discussion of marketing problems and formulation of standards or principles in this field," an Association for the Advancement of Science in Marketing was inaugurated at a meeting in New York, September 17, attended by 112 representative marketing executives and counselors and other business men from New York, Washington, Boston, Philadelphia, Des Moines and Detroit. It is planned to make the association completely nation-wide in scope.

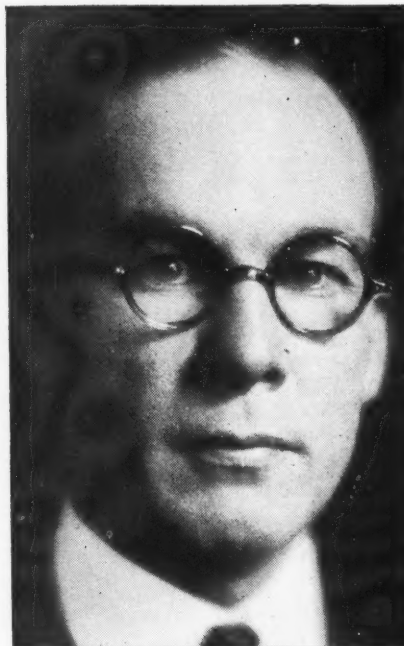
Activities will be carried on largely through two sets of committees: Operating committees, including program of activities, finance, meetings, publications, professional standards, positions and personnel and publicity; and technical committees, each studying a specific marketing problem. These will report to regional and national distribution conferences and through various publications which will be established.

Although membership is limited to those directly engaged in developing or applying scientific methods in marketing, such as marketing consultants, executives, writers and teachers, research directors and governmental officials, the organization plan provides for the participation of "persons of distinction who have shown an active interest in the purposes for which the association stands." Among such executives who addressed the inaugural meeting were W. T. Grant, chairman of the board of W. T. Grant Company, and Gordon C. Corbaley, president of the American Institute of Food Distribution.

General officers who have been elected to serve until December 31 of this year are Paul T. Cherington, distribution consultant, president; L. D. H. Weld, McCann-Erickson, Inc., first vice-president; Nathaniel W. Barnes, Marketing Associates, Inc., secretary, and A. M. Crossley, Crossley, Inc., treasurer, all of New York. Jean F. Carroll of Meredith Publishing Company, Des Moines, chairman of the nominating committee, explained that New York men were elected to these offices primarily to facilitate organization work.

The national character of the organization is indicated by the election of the following regional vice-presidents and directors: R. A. Balzari, McGraw-Hill Publishing Company, and Paul H. Nystrom, Columbia University, New York; Frank M. Surface,

United States Department of Commerce, and L. S. Lyon, Brookings Institution, Washington; John H. Fahey, of Boston and Worcester, and Harry R. Tosdal, Harvard University, for New England; H. H. Maynard, Ohio State University, Columbus, and



W. T. Grant...endorses objectives of the new marketing association.

Frederick J. Nichols, National Cash Register Company, Dayton, for Ohio; A. T. Kearney, James O. McKinsey & Company, and Fred E. Clark, Northwestern University, Chicago.

The organization plan was prepared by Messrs. Balzari, Barnes, Cherington and Surface; J. David Houser of J. David Houser & Associates; William H. Lough of Trade Ways, Inc., and Daniel Starch of Daniel Starch & Staff. Among the charter members are: Frederick M. Feiker, director of the Bureau of Foreign & Domestic Commerce; T. O. Grisell, president, Neidich Viscose Corporation; G. D. Crain, Jr., publisher of *Class and Advertising Age*; Kenneth M. Goode; Chester E. Haring of Batten, Barton, Durstine & Osborn; Gorton James, Thompson & Lichtner Company, Inc.; Emerson B. Knight, R. L. Polk & Company; Walter Mann, Walter Mann & Staff; Robert F. Miller, Associated Grocery Manufacturers of America, Inc.; D. E. Robinson, Federal Advertising Agency, Inc.; Frederick J. Suhr, consultant; and J. A. Willard, of Bigelow, Kent, Willard, Boston.

Frigidaire Introduces "Insurance Policies" for Dealer Volume

CHICAGO—An "insurance policy" guaranteeing a definite profit for the last quarter of the year and "additional dividends throughout 1932" to all dealers who accept the responsibility of selling their quota, of developing a certain number of new prospects, of making a specified number of calls and of tying in locally with the company's general advertising and special sales campaigns, has just been issued by the Frigidaire Corporation, Dayton.

On the face of the policy is a sum representing the gross profit to be gotten from an estimated four months' business. This business quota is broken down into \$25 units, termed "B. T. U's." The total number of B. T. U's, in turn, are divided into salesmen's quotas.

From past experience the Frigidaire Corporation knows approximately the number of canvass calls, user follow-ups, etc., necessary to do a definite amount of business. Each policy, be it for dealers or salesmen, therefore, stipulates a minimum number of new prospect calls, old customer contacts, and "savings insurance proposals" (the pseudo-policy idea is carried on to the customer to present the estimated savings with mechanical refrigeration in a dramatic manner).

"For the first time in the history of the business," said H. A. Malcom, general manager of the Stover Company, Chicago distributor, "we have a definite measuring-stick of dealer activity. Along with this policy the dealer pledges to send us two reports weekly reporting his progress. One of these, a Monday report, lists the ten best prospects turned in that day, Monday having been designated as the day when every salesman must interview ten new prospects.

"These picked prospects are sent literature by the distributor, without charge to the dealer, and if the dealer so designates, the customer is put on the permanent mailing list for a complete series of mailings.

"The only other report we ask for goes in on Thursday," Mr. Malcom continued, "and this is a resume of the entire week's work.

"The dealer who signs one of these business insurance policies pledging himself to do a definite amount of work in a definite amount of time is practically certain to realize the amount of gross profit listed on the face of the mock policy. The plan will weed out the incompetents."

The SPIDER KNOWS—



THE Spider—master strategist among small creatures—well understands the value of central location and straight-line transportation.

His business depends on service. Prospects are all around him. He instinctively chooses a central location. His headquarters are in the very middle of his territory. His trade-lines go direct to all points.

No customers are neglected. None can complain of slow service; none drift away to other houses. The most casual inquiry receives instant attention. Business is always good.

No Spider would think of establishing G.H.Q. on the edge of his territory. He would scorn a location lacking varied, centralized and adequate transportation. If any location were outgrown, he would move. He cares not where business used to be; he goes where the business is.

* * *

If Robert Bruce could win a kingdom through observing the *patience* of a Spider, why should

not the intelligence of its methods point the way to good merchandise distribution?

For speed of service is likewise here a factor. Short-haul, straight-line, low-cost transportation is a factor—for somebody always pays the freight. And the massing of population—the ability to reach the most people in the least time and at the lowest cost—finally sums up the basic principles of intelligent distribution.

In all these essentials, St. Louis takes top rank as a distribution center. Observe its axial position on a national map. Consider its network of transportation—with nearly half America's railroads originating from its base. Note its nearness to the whole country's center of population. Ponder well the 50,000,000 people within its immediate overnight territory.

Can your business—if it depends on a national market—logically compete, except under a handicap, with a similar business located in central St. Louis? Can your Distribution—the greatest problem in modern business—afford to carry such a handicap? If not, why not move?

Constructive information on the advantages of St. Louis as a Distributing Center may be had by addressing the Industrial Bureau of the Industrial Club, 507 Locust Street, St. Louis, Mo.



ST. LOUIS



F. D. Hooper

Hooper Directs Sales for Barber-Greene

AURORA, ILL.—F. D. Hooper, formerly sales manager of the Lidgerwood Manufacturing Company, Elizabeth, New Jersey, has joined the Barber-Greene Company, maker of material-handling equipment here, in a similar capacity.

Graduating from Cornell University as a mechanical engineer, he worked with the Lackawanna Steel Company (now the Bethlehem Steel Corporation) and the Boston & Maine railroad. He has been with the Lidgerwood Company for twenty-four years.

"Blind Calls" Productive for A. Nash Salesmen

SEATTLE—To prove that business is almost directly proportionate to the amount of effort spent in going after it, Alfred T. Harmon, president of the A. Nash Company of Cincinnati, maker of men's suits, described here this week a plan he has used on a nation-wide tour which he has just concluded.

In each city Mr. Harmon selected a list of names at random, turned it over to a salesman and told him that the company would give him \$10 merely for calling on them and for doing their utmost to sell a suit to each. In every case but one, Mr. Harmon said, the salesman's commission has exceeded the amount of his guarantee. The Nash company's sales volume this year will approximate \$9,500,000, Mr. Harmon said. Business has increased in forty of the sixty districts which he visited.

"Free Public Library" of Sponsored Films Launched on Coast

LOS ANGELES—The National Film Library has just been opened here to distribute advertiser-"sponsored" films free of charge to owners of 16-mm. projection equipment.

The cost of the service is borne by the advertisers whose films are carried—each advertiser paying \$35 a year for each reel of film entered, and also paying for the films themselves.

In the area within a radius of 100 miles of Los Angeles about 30,000 of these small portable projectors are now in use, explained Harry Leavitt, former distributor of portable motion picture equipment, who originated the enterprise. Although most of them are in homes, he said, a considerable number are owned by clubs, hospitals, schools, churches and other institutions, some with fairly large audiences.

The advertising is in the form of announcements similar to those used in radio programs, and takes up about one minute of each reel, running fifteen minutes on the screen.

Several hundred films have already been entered in the library. The subjects and type are varied: they include dramas, comedies, travelogues and sports.

For the benefit of borrowers, the library has established headquarters in the Richfield Building in downtown Los Angeles. Parking facilities are provided in the basement and a delivery and pick-up service is available for those who prefer to order by phone. The borrower pays only the cost of transportation.

Organizations which desire to put on motion picture entertainments for members but who do not own projectors may borrow them through the library—usually without cost, through the courtesy of equipment dealers.

The library will be advertised in outdoor, newspaper, magazine and direct mail advertising, Mr. Leavitt said. Another phase of the promotion will be the publication of a catalog containing descriptions of the films on file and the names of their sponsors. The catalog will be distributed free to owners of 16-mm. equipment in the Los Angeles territory. As new films are received, special bulletins will be sent out.

BOSTON—The New England Cranberry Sales Company will spend \$175,000 this year in national advertising for the largest cranberry crop of eastern Massachusetts in seventeen years, estimated at 445,000 barrels.

Account Changes

THEODORE HAVILAND & COMPANY, INC., New York, china, to W. I. Tracy, Inc., there. Magazines.

NEW ENGLAND CARNATION GROWERS' ASSOCIATION, Boston, to Tuthill Advertising Agency, New York. Trade papers and direct mail.

GARFIELD TEA COMPANY, Brooklyn, New York, newspaper advertising to Hudson Advertising Company, New York.

WESTERN CHAIN PRODUCTS COMPANY, Chicago, to Charles H. Touzalin Agency there.

DELTA ELECTRIC COMPANY, Marion, Indiana, to Lamport, Fox & Company, South Bend, Indiana.

MIDLAND FLOUR MILLING COMPANY and subsidiary, TOWN CRIER FOOD PRODUCTS, INC., Kansas City, to Calkins & Holden, New York.

DUCT ELECTRIC HEATER CORPORATION, New York, electric heater for auxiliary heating of homes and basic heating of cottages, bungalows, etc., not equipped with central heating, to Gotham Advertising Company there.

Pittsburgh Advertisers Establish "Council"

PITTSBURGH—An Industrial Advertising Council has been formed here with C. W. Kalbfus, of the Elliott Company, Jeannette, Pennsylvania, as president; E. G. Johnson, Homestead Valve Manufacturing Company, Coraopolis, Pennsylvania, vice-president; and E. H. Sykes, Mine Safety Appliance Company, Pittsburgh, secretary and treasurer.

The council will hold a dinner meeting every three weeks—the first at the Fort Pitt Hotel, September 24, was addressed by A. R. Maujer of Industrial Power, Chicago, whose subject was "Controlled Circulation and 'Buying Habits in the Power Plant Field.'"

TALLAHASSEE, FLA.—A \$200,000 fund to provide for an all-Florida exhibit at the Chicago Centennial Fair in 1933 is now being raised here—the nucleus of it being \$10,000 transferred from the advertising fund of the State Department of Agriculture to the Florida Century of Progress Commission.

SAN FRANCISCO—Tomato and sauerkraut juices combined as Tom Krout, is now being produced by the Isleton Canning Company, Isleton, California, and will be distributed nationally by the Warmington-Duff Company, San Francisco and New York, under the brand name of Golden Wealth.

USERS OF OFFSET PAPERS

Have you ever been up
against these difficulties?

That one side of the folder does not print as well
as the other?

That this same side is different in color, thus throw-
ing your job off color?

That one side of your paper is considerably rougher,
varying in finish, from the other?

MEAD

research laboratories have produced
SNOW WHITE OFFSET

a unique Dull Coated special surface sized paper
which overcomes these common difficulties. Its
smooth coated surface assures a one-sided sheet
with a finish which will give unexpected brilliancy
of results and unusual depth in tone.

"A paper deserving your attention"

THE MEAD SALES COMPANY, Inc.

CHICAGO, 111 W. Washington St. NEW YORK, 230 Park Ave. DAYTON, Callahan Bank Bldg.

THE MEAD CORPORATION, CHILLICOTHE, OHIO



even TEDDY BEARS stay with us!

● We could, in a dull, statistical sort of way, tell you how many children a day play in our sunny Teddy Bear Cave on our top floor... how many hours they spend there, tenderly watched over by our Play Lady... how often mothers leave their little tots with us while they go shopping... how often nurses take them out walking or driving... or how many little meals, with special children's food, we serve every day in our nursery. But it would all just add up to this: we try to remember what an unhappy time of it children usually have when they visit hotels with their grown-ups. Come and see how hard we try to be different from most hotels.

THE ROOSEVELT

Madison Avenue at 45th Street—New York

Edward Clinton Fogg—Managing Director



Public More "Familiar" with Advertised Lines in 1931, Survey Finds

NEW YORK—Every year in every way consistently advertised products are being remembered by the public better and better, reports H. K. Nixon, professor of advertising at Columbia University, in announcing this week preliminary figures in his 1931 "Familiarity Index."

Of some forty-one well-known brands, Mr. Nixon said, twenty-eight have become more familiar to American consumers this year.

Camel cigarettes, for example, increased their rating from 95.8 in 1930 to 97.1 in 1931; Ivory soap from 95.4 to 97.0; Maxwell House coffee from 94.3 to 95.5; Listerine from 93.4 to 96.2; Campbell's soup from 92.6 to 93.5.

Among products whose rating is lower this year are Colgate's toothpaste from 94.1 to 93.2; Lux soap from 92.0 to 91.2; Clicquot Club ginger ale from 88.2 to 86.8, and Squibb products from 88.4 to 85.9.

Forms listing various products are checked under columns headed "Very Well-known," "Well-known"; "Average Familiarity," "Slightly Familiar" and "Unknown" by people throughout the country. The study has been made annually for several years. The readings have been converted into an index number.

Not all brands—even among the leaders in their fields—are included. Some comparisons, however, can be made. Smith Brothers' cough drops are found to have a rating of 93.4 as against 77.4 for Luden's; Canada Dry ginger ale, 90.0 as against 86.8 for Clicquot Club.

Coolidge Will Broadcast to Help Sell N. Y. Life

NEW YORK—Calvin Coolidge will be the first speaker in a new series of broadcasts, sponsored by the New York Life Insurance Company, Tuesday evening, October 6.

The series, covering heretofore untold incidents in the boyhood of famous living men, will be presented by Frazier Hunt, journalist. An orchestra under Rosario Bourdon will also be featured.

Bay State Promotes Lamere

BOSTON—Joel J. Lamere, vice-president of the Bay State Fishing Company, has been made general manager, to coordinate the company's various operations, including its nation-wide distribution activities, newspaper advertising and plant operations.

Gossip

... JOHN ALLEN MURPHY, associate editor of SALES MANAGEMENT and author of "Merchandising Through Mergers," "What Is a Sound Expansion Policy" and a textbook on buying, has joined Edwin Bird Wilson, Inc., New York agency, as marketing counsellor. For the last four years he has been engaged in market research and previously was associate editor of *Printers' Ink*.

... Young & Rubicam, Inc., New York, has been elected to membership in the American Association of Advertising Agencies.

... Critchfield & Company, Chicago agency, has acquired Kling-Gibson Company, Chicago and New York. SCOTT S. SMITH, president of Critchfield, will head the new organization. FRANCIS J. KAUS has become vice-president and manager of the New York office, at 230 Park Avenue. The company's new offices in Chicago will be in the Willoughby Tower building.

... Brown & Hart, Inc., radio service for advertising agencies, has been formed at 500 Fifth Avenue, New York. P. B. BROWN, formerly with Scott Howe Bowen, Inc., there, is president; HUGH D. HART, formerly vice-president of Penn Mutual Life, chairman of the board, and H. N. ESSELEN, formerly an executive in the advertising department of New York Times, sales manager.

... IVAN B. NORDHEM, consultant on sales and advertising problems and vice-president of Marketing Associates, Inc., has become president of Radio Producers Associates, Inc., 799 Seventh Avenue, New York, devoting part of his time to directing the operations of the company.

... JACK KNABB, until recently manager of the Rochester office of Addison Vars and previously with the Franklin Automobile Company, Syracuse, is now a special representative on the staff of Lyndon, Hanford & Kimball, Inc., Rochester office.

... The McCarty Company, Los Angeles agency, has opened offices in the Rialto Building, San Francisco, under E. W. SHAFER.

... DAN W. GIBSON, for the last eight years with Milne-Ryan-Gibson, Inc., Seattle, has formed his own agency—Gibson-Advertising—at 208 Columbia Street there.

... JOHN T. WALKER, JR., at one time advertising director of the *Farm Journal* and more recently with the New England office of the Conde Nast Publications, has joined, as sales executive in charge of new-business development, Danielson & Son, Providence agency.

... A. S. BENNETT has been placed in charge of the research division of the Paul Cornell Company, Inc., New York agency.

... DONALD KARBERG has been appointed manager of the new Portland, Oregon, branch of Pacific Coast Advertising & Publicity Service.

293,714 People Own General Motors; 4,000 Delawareans

NEW YORK—The number of stockholders of General Motors Corporation was officially reported last week at 293,714—an increase of about 8,000 over the total for the second quarter of 1931 and of about 44,000 over the third quarter of 1930. Since these figures are as of July 6 for the preferred and as of August 15 for the common, it is probable that the number by the end of the present quarter will approach 300,000.

That figure would establish General Motors firmly in first position among manufacturing concerns, in number of stockholders. It would be considerably larger, for example, than the total of United States Steel Corporation, a manufacturing concern with assets 75 per cent larger than General Motors. At least two utilities, on the other hand, American Telephone & Telegraph Company and Cities Service Company, each has more than 500,000 stockholders.

General Motors has outstanding some 43,500,000 shares of common and nearly 2,000,000 shares of preferred stock. The 270,000 common stockholders are widely scattered throughout the forty-eight states and the District of Columbia and the seven American possessions (even the poor Virgin Islands have one stockholder, who owns five shares) and throughout twenty-one British dependencies and fifty-one other countries in the world. More than 43,000,000 of the total, however, are held by residents of continental United States, and nearly 31,000,000 are owned by Delawareans, New Yorkers and Michiganders. Although Delaware's total number of stockholders (4,015) is exceeded by those of eleven other states, the shares held by residents of that state number about 17,040,000, or about 40 per cent of the total. Michigan's five times as many stockholders have only a little more than one-third as much stock and New York's twelve times as many have only about half as much.

This may be taken to indicate the extent of the control over General Motors Corporation by members of E. I. du Pont de Nemours & Company of Wilmington—a control which the increasing number and diversification of stockholders has only intensified since they first came to the helm in 1917, and which now enables that \$500,000,000 concern to make more money from its interest in General Motors than from its own operations.

Bliss, Fabyan Forced to Curtail Demand

NEW YORK—Bliss, Fabyan & Company, selling agency for Bates Manufacturing Company, largest producer of bedspreads in this country, has just sent out to the trade an announcement of the withdrawal from general sale of the fall line of Bates bedspreads.

"Due to unprecedented demand," the company points out, "additional business on the new line will be accepted only from regular users who have already made their advance commitments."

Zenith Radio Will Make and Market in Britain

LONDON—Following the announcement that Philco will place a special radio set on the British market this fall (SM September 5), Zenith Radio Corporation, Chicago, has announced that it has secured a site near here for the erection of a factory to employ some 2,000 people in the manufacture of radio products for this market. Meanwhile, in view of the fact that the patents position is said to be by no means clear, the trade press here warns dealers against the danger of handling goods which may imply infringement of patent. The Hazeltine Corporation, of New Jersey, under whose patents Philco products are licensed, has issued a statement here that it is its intention to prosecute vigorously actions against infringers.

Kuhn Directs Atlas Film Sales Managers' Service

DETROIT—Elmer G. Kuhn, for the last five years with Community Motors, Inc., Oakland and Pontiac distributor at Chicago, has joined Atlas Educational Film Company here as vice-president in charge of sales managers' service. Previously Mr. Kuhn was active, for seven years, in the development of industrial motion pictures—among his contacts being the Oakland Motor Car Company.

In his new work he will create and produce in film educational and merchandising programs for use in training salesmen and also for presenting products to prospective buyers.

Kester Solder in Canada

CHICAGO—The Kester Solder Company has established a plant at Branford, Canada, to be operated under the name of the Kester Solder Company, Ltd.

Calendar for 1932 Commemorating the 200th Anniversary of Washington's Birthday



A Timely Gift That Will Please Every Customer

The original bust of George Washington, modeled from life by the sculptor Houdon and now standing at Mount Vernon, has been selected by the George Washington Bicentennial Commission (appointed by the Congress about 3 years ago) as the best likeness, to be used during 1932 for the national celebration.

A bas-relief of the bust was made by Louise Kidder Sparrow for The David J. Molloy Co., and the Molloy Company has made this exquisite reproduction in Moco Bronze; size 8 1/2" x 12 1/2". It is not easily broken and can be washed to keep bright and clean.

The quotation from Washington below the bust is worthy of special emphasis at this time:

"Nothing but Honesty, Industry and Frugality are necessary to make us a Great and Happy People."

And under the calendar pad is a brief historical inscription which gives the beautiful plaque a permanent artistic value.

Calendar pads are fastened by screws, and new ones for succeeding years can be obtained at nominal cost.

Your advertisement could be placed on a page over the calendar pad or on the back or in Gold below the pad.

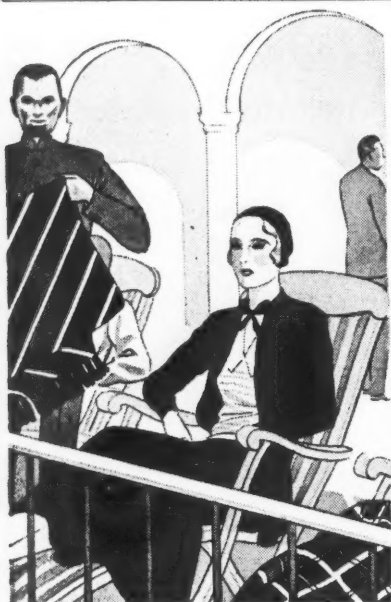
Immediate Delivery

These attractive calendars are ready for immediate delivery, packed in individual mailing cartons.

Write for Quotation and Sample Calendar; tell us the "Copy" desired and we will submit a layout—without obligation.

The David J. Molloy Co.

Commercial Covers for Every Purpose
2869 N. Western Ave., Chicago, Illinois



September Seascape

LET Chalfonte-Haddon Hall be the setting for an ocean-voyage-on-land. Come now, while the shore is at its best. Lie on the ocean deck and savor the salty tang of a sea warmed by the summer sun. Here is an informal atmosphere, inspired cuisine, unobtrusive service . . . things that make a stay here something to anticipate — and remember gratefully.

There are all sorts of recreation facilities. Squash courts, a well-equipped gym, game-rooms. Riding on the beach, and a golf course a few minutes by motor.

Play. Bask in the sun. Read . . . happy in the cheerful hospitality of Chalfonte-Haddon Hall. Reasonable rates prevailing. Write for information.

American and European Plans

**CHALFONTE-
HADDON HALL**

ATLANTIC CITY

Leeds and Lippincott Company

Crashing the Department Store Market on a New Item

(Continued from page 456)

cities being recommended as desirable initial outlets for this product, as only a limited quantity was available for retailing due to difficulties of manufacturing.

"We can't afford to send salesmen to the coast," said he. "Nor can our regular salesmen take time from other departments of our business to contact store buyers in a new department. Why not concentrate on a single geographic area—New England or mid-Atlantic states, where a special salesman could call on every store in a minimum amount of time?"

But the test sales campaign had proved the necessity for national advertising in the opinion of store owners and buyers. National advertising requires at least a scattered national distribution to collect on consumer demand it develops.

Direct mail was the method proposed and adopted with exceptional results in the first month, August 7 to September 7. Influential trade publicity was "timed" to be read by the retailer within a few days of his receipt of the first letter featuring Pamilla silver cloth—its profit-making, volume-building, promotion possibilities for fall retailing in silverware departments. Friday, August 7, the *Home-furnishings Bulletin* of the Standard Stores Service gave an entire page of publicity to Pamilla. Saturday, August 8, the editor of *Retailing* gave it a front-page write-up in the home-furnishings section.

Immediate Responses

August 7 and 8 the announcement letter was mailed to the president, silver buyer and merchandise manager of 100 leading retail stores. Response was immediate, cumulative and nationwide, stores like R. H. White, Boston; Gimbel's, New York; Strawbridge & Clothier, Philadelphia; Kauffmann's, Pittsburgh; Stix, Baer & Fuller, St. Louis; Miller & Paine, Lincoln, Nebraska; Meier, Frank, Portland, Oregon; Bullock's, Los Angeles; Burdine's, Miami, writing for "Outstanding Facts" of eleven days' selling, price lists, samples, etc.

Letters and salesman's calls at New York buying offices of stores on the prospect list obtained their cooperation in a follow-up letter to their members, several ordering samples sent to each one of their stores.

A four-page folder, "Outstanding Facts," which featured a suggested

model stock was printed for follow-up mailing to all the names on the original list who had not replied to the first letter. Those who had written for samples received a different letter, with this enclosure, that stressed the national advertising of Pamilla, enclosing advance proofs and a schedule of copy appearing in four influential class magazines. A third type of form letter, an "on arrival" letter, announcing to the retailer that the special salesman would be in his town on a given date to show the sample line, was prepared—one for the president, one for the merchandise manager and one for the silver buyer, enclosing a copy of the letter to the president. Enclosures featured model stocks, national advertising schedules, advance proofs of consumer copy, trade and editorial publicity.

Big Department Stores Order

By September 10, exactly one month after retailers received their first letters announcing this new product, fourteen leading department stores had bought an initial stock of Pamilla silver cloth rolls and bags, John Wanamaker, Black, Starr, Frost-Gorham, Gimbel's and Bloomingdale's, New York; Woodward & Lothrop, Washington, D. C.; William Filene's Sons & Company, R. H. White and Jordan, Marsh, Boston; Meyer Brothers, Paterson, New Jersey; Kresge's, Newark; Hochschild, Kohn, Baltimore; Miller & Rhoades, Richmond, Virginia, and Abraham & Straus, Brooklyn, placed their orders with the salesman on his first call, with two or three exceptions. In all instances, however, the salesman reported that direct mail letters and enclosures had made a very positive sales impression, had been read and studied carefully, had created a favorable, intelligent, receptive interest.

The outstanding example of the success of this program of direct mail merchandising is evidenced by the receipt of a mail order for eight dozen Pamilla silver cloth rolls and bags from J. L. Hudson, Detroit.

Taking the initial order, getting Pamilla silver cloth rolls and bags on the retailer's counters does not complete the sale—it just opens an opportunity to sell. Direct mail pamphlets mailed to charge customers' lists with the stores' imprint will announce the new product to women customers of larger purchasing power. Suppose they are interested enough in its story to

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ask for Pamilla in the silver department—they have read about it in the newspaper or seen it advertised in the pages of their favorite magazines. The salespeople in the silver department must be equally informed about its merits and selling points. So a mimeographed sales promotion bulletin form, "How to Sell Pamilla Silver Cloth," was recommended, to be mailed from time to time to educational directors, advertising and display managers as well as silver buyers, salespeople and merchandising managers. This method of sales promotion has proven invaluable to many other lines in constantly stimulating store-selling interest, so vital to building "repeat" orders, the most difficult of all problems to solve, the sole object and end of all advertising, sales promotion and manufacturing.

Zellerbach to Buy Only from American Makers

SAN FRANCISCO—The policy of purchasing from American companies, even when it involves higher prices, has been adopted by Crown-Zellerbach Corporation, San Francisco, which sells its products throughout the country.

The policy was made known by the corporation's refusal of an offer by P. J. Giese, head of the European Trade Company, Seattle, to provide a large supply of German wire. In spite of saving about \$40,000 a year, J. D. Zellerbach, executive vice-president, said that the order would go to an American firm, since "we feel that we have an obligation to the manufacturers of this country."

Free Wheeling Pioneered by Hudson in England

LONDON—The Hudson Motor Car Company has become the first American automobile manufacturer to introduce free wheeling in the British market—the device being offered on Hudson's Essex cars as optional equipment at \$60.

Free wheeling was tried in England in 1924, but met with no success. Although all British manufacturers are now showing their new autos to the trade, none has announced the adoption of this device.

NEW YORK—A directory of 65,000 apartments in the Manhattan, Bronx and Queens Boroughs, New York City, which are equipped with automatic gas refrigeration, has just been issued by the Consolidated Gas Company of New York. The book covers 2,000 apartment houses and contains more than 500 illustrations.

AKRON IS OHIO'S SECOND CITY INDUSTRIALLY

Reports just released from Washington for the Census of Manufactures of 1929 show that Akron maintains its standing as the second industrial city in Ohio and that it also has the second largest industrial payroll for Ohio. Detailed figures for the leading cities in the state are as follows:

	Pop. 1930	Number of Establishments	Wage Earners (Av. for Yr.)	Wages	Value of Products
Cleveland	900,429	2,557	146,679	\$230,074,181	\$1,241,083,844
Akron	255,040	275	59,977	96,619,360	544,581,694
Cincinnati	451,160	1,779	63,904	92,429,918	522,096,853
Toledo	290,718	586	48,778	72,174,242	420,824,352
Dayton	200,982	475	40,584	61,976,432	316,525,931
Youngstown	170,002	141	20,563	37,040,810	264,787,959
Columbus	290,564	563	26,576	36,938,280	212,227,751
Canton	104,905	174	18,334	31,883,084	153,975,413

Beacon Journal advertisers cover Ohio's Second Industrial City with Ohio's First Six Day Newspaper—

THE AKRON BEACON JOURNAL

Represented by STORY, BROOKS & FINLEY

AKRON BEACON JOURNAL Is Ohio's

FIRST (SIX DAY) NEWSPAPER

Nearly Two-Thirds of 1931 Omaha Advertising in the World-Herald

This year The World-Herald is publishing almost two-thirds of all advertising printed in the two Omaha newspapers. During the first eight months of 1931 The World-Herald carried 65.3%; during the first eight months of 1930, 64%.

The World-Herald's loss in amount of total advertising published so far this year is only 2%; the loss of Omaha's second newspaper is 7%.

Below is the total number of lines carried by the two Omaha newspapers during the first eight months of 1931:

	WORLD-HERALD	BEE-NEWS
Local Display	4,729,676	2,771,118
National Display	1,389,850	*768,936
Automotive	651,182	172,732
Total Paid Classified	1,363,250	607,488
Total advertising 8 months, 1931..	8,133,958	4,320,274
Total advertising 8 months, 1930..	8,297,926	4,652,046
Losses	163,968	331,772

*Not including advertising in the American Weekly, distributed with Hearst newspapers.

CIRCULATION

The number of World-Heralds sold every day in Omaha equals 95% of the number of families living in Omaha; the World-Herald is delivered by carrier to 80% of those families.

The World-Herald's total daily circulation is over 35,000 greater than that of the second paper—but its general rate is only 5 cents a line higher.

OMAHA WORLD-HERALD

National Representatives: O'MARA & ORMSBEE, Inc.

Editorials

MULTIPLYING JOBS: The Illinois Manufacturers' Association is behind a plan to prorate the amount of money any factory can afford to spend in wages among all of its employes rather than lay off some and give the others full scale. The wage fund and the amount of work to be done are estimated at the beginning of each month and distributed accordingly. The plan has been recommended by the association to President Hoover and Governor Emmerson of Illinois for incorporation in specifications for public works so as to give employment to the greatest possible number of persons. Explaining its purpose, the author, George R. Meyercord, chairman of the association and president of the Meyercord Company, says: "Two men, and possibly three, instead of one, could be given work at a livable wage on the Chicago post office, where laborers under the new prevailing rate of wages law would be paid ninety-seven and one-half cents an hour." The Illinois plan merely declares what is going on all over the country, as is shown by the fact that while factory employment in August was 12.4 per cent less than in August, 1930, payrolls were down 26.2 per cent. Every humane employer deplores the necessity of this reduction in wages, but no sensible person can believe that humanity is better off when high wages go to a few than when wages reduced to meet the reduction in the cost of living go to a relatively large number. The need of the country is more jobs for those who are willing to work.

THE ART OF SELLING: It may be stretching the long bow to say, as some ardent souls do, that the sale of goods has become a recognized profession. But there is no exaggeration in saying that American colleges and universities are now giving to instruction in this subject an amount of attention which shows that among educators it occupies a very important place. . . . Striking evidence of this is afforded by a report just issued by the Advertising Federation of America through its bureau of research and education. Here are listed 633 collegiate institutions of which no less than 343 offer courses dealing with commodity distribution that account for 21.8 per cent of all college instruction in business subjects. Under the head of Distribution Marketing, Advertising and Salesmanship take a little more than half. The other half is divided among Retailing and Wholesaling, Foreign Trade, Transportation, Business Correspondence and Business Psychology. (Of great practical value is a geographical list of colleges giving units of instruction and number of students last year in these eight subjects.) . . . In introducing the

report Alfred T. Falk, director of the bureau, commenting on the over-supply of commodities, says: "Before American economic society can reap the added benefits from further technical advances in production efficiency it is necessary to stimulate broader consumer demands on a more rapidly rising scale than ever before. This involves not only adequate distribution of purchasing power, but also the education which is necessary to make people want to buy and use more of the goods produced by industry." He adds: "It has been said that about two-thirds of the cost of the average article now represents distribution expense. This estimate may be somewhat high, but it is clear that the cost of placing the products of American industry in the hands of consumers is enormously high and constantly rising." It would be interesting to know what our marketing professors are doing to teach the rising generation to take a hand in the difficult job of cutting the costs of distribution.

THE SWOPE PROPOSALS: Significant of the prevailing feeling that strong measures must be taken to stabilize industry along rational lines is the cordial reception which has been accorded to the suggestions put forward by Gerard B. Swope, president of General Electric. In most particulars he goes over familiar ground. Other business men have urged legislation permitting cooperation in regulation of output and providing for old age, disability and unemployment insurance. Mr. Swope is the first business leader to recommend that the right to check production should be conferred only on individual industries as a whole, accomplishing this by the provision for compulsory membership in trade associations seeking such relief. . . . Such a proposal if it had been made by anyone in the radical group would undoubtedly have aroused the strongest opposition among the conservative classes. Coming from the head of one of our largest industrial organizations, it is not only received with respectful consideration but with every sign of a disposition to study the idea sympathetically. For this attitude there are two obvious reasons: on the one hand, attempts to regulate supply which lack unanimous support are nearly always sure to prove abortive; on the other hand, the power to interfere with the law of supply and demand is one which cannot be safely intrusted to private interests without government supervision in the public interest. . . . Mr. Swope's plan may not bear immediate definite fruit. It cannot fail, however, to start a lot of useful thought which has been absent from much of the discussion of our present predicament.

How We Used Our Dealer Advertising Dollar

(Continued from page 463)

4. It bridged the gap between us and the trade. The specially prepared reprints, circulating freely throughout the country, helped to awaken a deeper interest in our goods and naturally tended to develop additional sales for our customers.

5. It solved our problem of sales promotion among dealers, as well as jobber salesmen. It provided our jobbers with highly effective sales literature, which because of its instructive and authoritative character was included in the salesman's binder. He, in turn, used it to emphasize certain sales facts to his customers. Thus it supplied highly desirable information about our goods to all those interested without necessitating costly mailings or follow-ups on our part.

What's more, the tie-in between the writer of each article, the standing of the publication and the skillful blending of our own pithy sales pointers served as a powerful medium to impress upon the trade the dependability and desirability of our goods.

6. It involved a small outlay of money. Owing to the fact that the supplementary copy and the layouts were handled within our own organization, the cuts were furnished by the publication, the jobber willingly and gladly made his own distribution, and that we had no expense in maintaining files, follow-ups and the like, our cost consisted mainly of printing, imprinting and forwarding copies in bulk to the trade. Thus the actual cost of this sales-promotional program was small and well within the figures set.

Offhand, I cannot think of another similar sales-promotion plan that could combine all those benefits and yet cost so little. It certainly stretched our 1931 advertising dollar several times its actual size, and is still doing a real sales job for us.

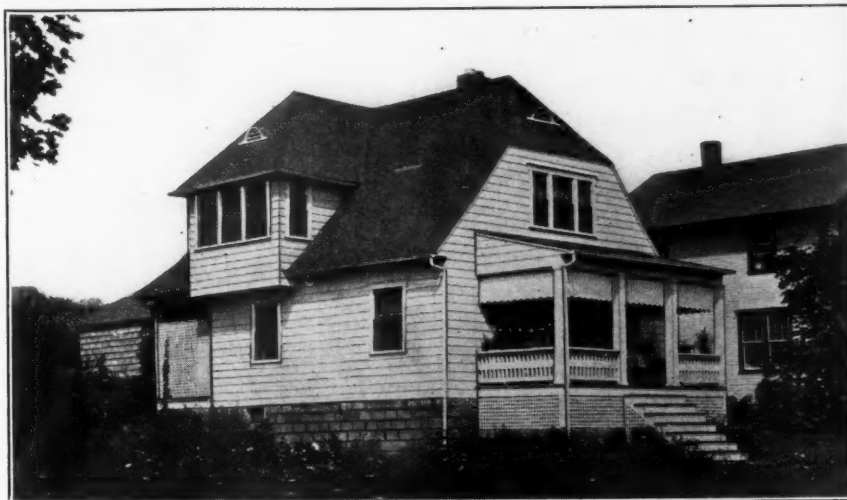
I believe that this plan can be easily adapted to other lines of business and if anyone is further interested I'll be very glad to supply additional details or samples.

Reo Promotes Eversman

DETROIT—George W. Eversman has been appointed director of advertising and sales promotion of Reo Motor Car Company here. He has been with the company, at Lansing, Michigan, for the last five years.

NEW YORK—Germany has supplanted the United States in the last year as the leading "supplier" to Russia, the Amtorg Trading Corporation, principal Soviet purchasing syndicate in this country, informed SALES MANAGEMENT this week.

Lower Building Costs Increase Home Ownership in Small Towns



This Home Costs 25% to 35% Less When It Is Built in a Small Town

Home ownership is important to you, no matter what you sell—a vital factor in measuring the buying power of any market.

To know that 71.4% of GRIT families own their own homes (U. S. average is 45.6%) is to realize that here is a responsive market of extraordinary buying power. Small town homes cost less, because building costs are lower. Consequently, small

town purchasing power is greater. GRIT families have more money left over, after the essentials of existence are paid for, than the average big city family. More money to spend for automobiles, washing machines, vacuum cleaners, radios—more money to spend for *your* merchandise. You can get in touch with this great market effectively and at a low cost through GRIT.

Factual proof of the statements made above is contained in "A Merchandising Study of the Small Town Market." Send for a copy.



Read Every Week by Over 423,000 Families in 14,000 Small Towns
Member A.B.C. Williamsport, Pa.

Now Ready!

Population Studies of Principal Markets and Their Tributary Areas

in book form, bound in heavy cardboard covers. In quantities of ten or more \$1.50 each. Single copies, \$2.00. Check must accompany order.

SALES MANAGEMENT

420 Lexington Avenue

New York, N. Y.

1-3 of One Per Cent Does 35 Per Cent!

One single concern — the Einson-Freeman Co., Inc.— out of the 309 lithographic establishments in the United States listed by the last census—

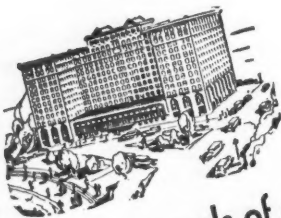
Or about 1/3 of one per cent — was responsible for 29 out of 82—

Or 35 PER CENT of all the Window Displays that achieved a dominant rating in the tabulations of August Window Displays in Forty-three Cities, which appeared on page 436 of SALES MANAGEMENT for September 19.

These 29 displays had dominance in 269 city-showings out of a grand total of 747.

There IS a reason.

An Einson-Freeman representative will be pleased to discuss it, and your window and store advertising problems, if you write, or call them at Starr & Borden Avenues, Long Island City.

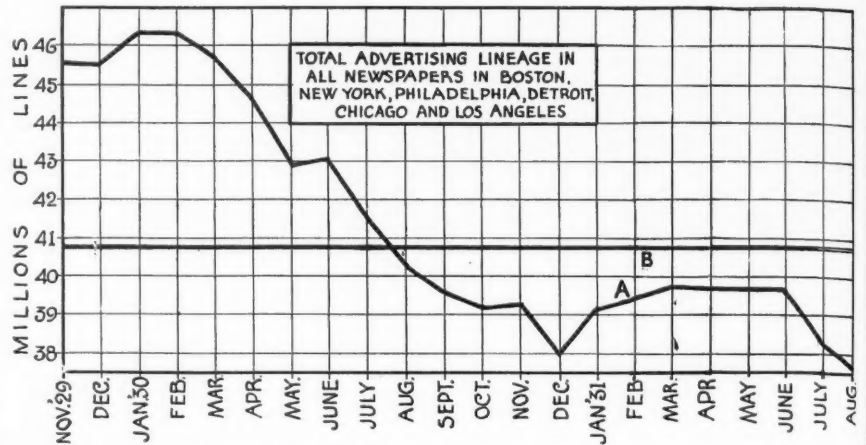


The Crossroads of a Nation

THE DRAKE is admittedly one of the great hotels of the world... the stopping place of seasoned travelers. Rooms are spacious and smartly elegant... continental in atmosphere. Available, also, is an experienced Travel Bureau... to relieve you of every travel detail. Rates begin at \$4 a day. Permanent Suites at Special Discounts.

THE DRAKE
HOTEL, CHICAGO
Under Blackstone Management

"AN ADDRESS OF DISTINCTION"

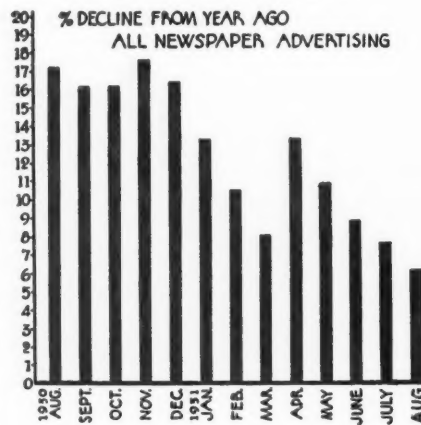


Line A: Six months' moving average.

Line B: Arithmetical average, June, 1929, through August, 1931.

General Newspaper Advertising Higher This August Than Last

While the moving average of newspaper advertising lineage dropped still further in August—in keeping with business generally—the comparison with last year is most favorable for any month this year. One hundred and thirteen newspapers out of the 351 surveyed, or 35 per cent, showed a gain over last August, general advertising (formerly called *national*) gained for the first time this year and the total loss over last year dropped to 6.3 per cent—the smallest deficit from a previous twelve months' figure in nearly two years.



Retail lineage declined 6.4 as against 2 per cent last month; general gained 3.4 as compared with a loss of 6.4 (the first gain this year); automotive declined 13.8 against 14.9; financial 26.1 against 29.2; classified 8.7 against 9.7.

Lineage figures as shown below were compiled by Media Records, Inc., supplemented in cities marked (*) by publishers cooperating with SALES MANAGEMENT.

City	1931	1930	Gain or Loss
Akron	1,623,835	2,167,722	-543,887
Albany	2,015,241	2,181,893	-166,652
Albuquerque	908,066	896,391	+11,675
Atlanta	2,080,618	2,180,648	-100,030
Baltimore	3,096,981	3,182,647	-85,666
Boston	4,455,132	4,621,301	-166,169
Birmingham	1,573,438	1,917,107	-343,669
Buffalo	1,979,960	1,939,976	+39,984
Camden	563,399	642,386	-78,987
Chicago	4,267,876	4,937,011	-669,135
Cincinnati	2,220,476	2,340,443	-119,967
Cleveland	2,584,675	2,497,951	+86,724
Columbus	2,136,755	2,262,747	-125,992
Dallas	2,396,480	2,699,942	-303,462
Dayton	1,983,866	1,943,709	+40,157

Denver	1,506,821	1,547,187	-40,366
Detroit	2,902,719	3,471,563	-568,844
Easton	552,088	659,988	-107,900
El Paso	1,038,705	1,333,224	-294,519
Erie	970,101	1,017,554	-47,453
Evansville	1,253,709	1,299,955	-46,246
Fall River	434,502	402,737	+31,765
Fort Worth	1,266,995	1,457,904	-190,909
Freeport	507,590	592,753	-85,163
Glens Falls	413,827	439,847	-26,020
Harrisburg	848,728	858,499	-9,771
Hartford	1,684,213	1,842,850	-158,637
Houston	2,256,398	2,289,029	-32,631
Indianapolis	1,968,816	2,033,884	-65,068
Jacksonville	1,008,909	1,080,000	-71,091
*Kansas City	2,306,540	2,484,194	-177,654
Knoxville	1,019,171	1,155,600	-136,429
*Long Beach	1,222,606	1,535,919	-313,313
Los Angeles	4,680,669	4,744,936	-64,267
Mamaroneck	127,514	150,224	-22,710
Manchester	379,878	441,052	-61,174
Memphis	1,713,221	1,987,517	-274,296
Milwaukee	2,291,606	2,194,674	+96,932
Minneapolis	2,252,544	2,250,380	+2,164
Mt. Vernon	463,728	527,220	-63,492
Nashville	1,012,258	1,150,875	-138,617
New Bedford	866,179	690,640	+175,539
New Orleans	2,710,995	2,633,529	+77,466
New Rochelle	348,541	448,387	-99,846
*New York	9,301,441	8,826,822	+474,619
*Newark	1,157,685	1,214,373	-56,688
Omaha	1,386,632	1,468,133	-81,501
Niagara Falls	536,979	582,549	-45,570
Oakland	1,867,693	1,995,006	-127,313
Oklahoma City	1,544,895	1,768,036	-223,141
Ossining	153,905	208,163	-54,258
Perth Amboy	345,103	410,766	-65,663
Philadelphia	4,121,866	4,347,030	-225,164
Phoenix	1,031,440	1,135,536	-104,096
Pittsburgh	3,047,598	3,095,756	-48,158
Port Chester	369,608	360,542	+9,066
Portland	1,915,128	2,350,944	-435,816
Providence	1,798,383	1,974,036	-175,653
Reading	1,077,874	1,112,469	-34,595
Richmond	1,539,566	1,555,257	-15,691
Rochester	2,447,443	2,487,370	-39,927
Salt Lake	1,479,699	1,522,273	-42,574
San Antonio	2,009,740	2,203,782	-194,042
San Diego	2,248,170	2,484,553	-236,383
San Francisco	3,437,964	3,556,178	-118,214
Seattle	2,058,085	2,454,780	-396,695
South Bend	1,095,455	1,463,620	-368,165
Spokane	1,406,946	1,634,813	-227,867
St. Louis	2,638,149	2,656,928	-18,779
Syracuse	2,008,213	1,981,654	+26,559
Tacoma	1,358,369	1,471,937	-113,568
Tarrytown	254,126	328,552	-74,426
Toledo	1,435,404	1,705,752	-270,348
Trenton	668,590	738,715	-70,125
Tulsa	1,179,390	1,474,377	-294,987
Washington	3,439,442	3,171,810	+267,632
White Plains	845,169	1,001,996	-156,827
Wichita	1,562,984	1,991,005	-428,021
Wilkes-Barre	2,077,347	1,911,360	+165,987
Winston-Salem	363,023	348,351	+14,672
Worcester	1,532,666	1,744,323	-191,657
Yonkers	650,774	706,245	-55,471
Youngstown	1,209,351	1,376,942	-167,591

Totals 142,518,644 152,156,729 9,638,085

**Figures furnished by Advertising Records, Inc. Bronx Home News figures furnished directly by publisher. Morning World (1930) excluded in New York.



+++ AN INCREASE OF 340 PER CENT in orders and of 232 per cent in deliveries over any normal three months was reported at the conclusion of a recent sales campaign by the General Motors Truck Company.

+++ AUGUST BATTERY SALES by Electric Auto Lite ran 80 per cent ahead of July and the first part of September is showing orders ahead of the similar period in August.

+++ THE DEMAND FOR EMPRESS EUGENIE AND OTHER HATS is responsible for Danbury, Connecticut's, thirty hat factories working twenty-four hours a day and producing 10,000 dozen hats daily.

+++ THE NATIONAL CASH REGISTER COMPANY, which omitted its dividend in March, gave tangible proof that its business was much better by resuming dividend payments on class A shares last week.

+++ AUGUST MARKED THE SMALLEST NUMBER OF FAILURES for any month this year. Smaller totals were shown in every one of the five general classifications of business except banking

+++ BANK CLEARINGS for the week ending September 17 increased 27 per cent over the previous week, after allowing for the Labor Day holiday.

+++ RETAIL FOOD PRICES in fifty-one cities, as reported to the U. S. Department of Labor, showed an average increase of slightly over one-half of 1 per cent on August 15 as compared with July 15. Last week Bradstreet's reported a gain in their weekly food index of two cents over the preceding week.

+++ THE CONSTRUCTION INDUSTRY shows definite signs of improvement. Twenty-five cities reporting the largest volume of permits for August show an increase of 12.9 per cent over July, and reports from 338 cities having populations of 25,000 or over show an increase of 13.4 per cent in the estimated cost of buildings for the month. Marked improvement was shown also over the previous week in the volume of awards for heavy construction and engineering projects, \$42,604,000 vs. \$27,759,000.

+++ LUMBER ORDERS were approximately 9 per cent above production during the week ending September 5.

+++ AUGUST WAS THE FIRST MONTH TO SHOW A GAIN in Chicago payrolls since February, and the first since last December to show a gain in employment.

+++ THE IRVING FISHER INDEX OF BUSINESS CONDITIONS gained 1.94 per cent during the week ending September 19. The same organization's All-Commodity Index of Wholesale Prices gained 0.15 per cent the same week.

+++ BANK DEBITS TO INDIVIDUAL ACCOUNTS as reported to the Federal Reserve Board gained 65 per cent for the week ending September 16, as compared with the preceding week, which included but five business days.



Where Sales Profits GROW

The Northeastern Quarter of the country produces two-thirds of all sales—has lowest sales cost—easiest distribution—dealers handy to every family, rural or urban.

A small sales increase per dealer will largely increase profits, and close around every town and city in this section, buying from the same dealers as the town people, are 9,000,000 farm people with 40% of all farm income and income-per-farm 50% above rest of country.

Yet the immense rural population—one-fourth of this section—is grossly neglected by advertising—as proved by breakdowns of the lists of most national advertisers. Sales must climb, with adequate advertising coverage.

No other publication can bring you the rich rural trade of this and other concentrated sales sections so economically and efficiently as The Farm Journal

The Farm Journal

NEW YORK - PHILADELPHIA - CHICAGO

Those sprightly series

Tip-Top Salesmen I Have Met and Epistles to the Advertisians

are now each put up in booklet form, 4 x 8 inches in size, ready for mailing in standard envelopes. Single copies 25 cents; in quantities of 50 or more at 20 cents a copy.

Sales Management

420 Lexington Avenue

New York

Media

We really ought to have a cut of a birthday cake to embellish the Media column this week, but then there would be the difficulty of deciding how many candles to put on it. For the New York Times we'd need eighty, for the New York Evening Journal thirty-five, and for Parents' Magazine five. The Times is distinguished for growing effectiveness, plus the great dignity which comes with eighty winters of experience to draw upon. Said Herbert Hoover in a letter addressed to Adolph Ochs: "The New York Times has always been a conspicuous example of accurate reporting by impartial and far-flung news gathering facilities. The space it devotes to national and international affairs is a great and constructive contribution. The conscientiousness of its editorial expression is notable whether we agree with it or not. I wish to congratulate it on the observance of its eightieth anniversary."

Adolph Ochs, by the way, bought the New York Times just about a month before William Randolph Hearst launched the evening edition of the New York Journal which had been in his hands for about a year before that. The Journal reaches its prime in pride, for it can boast the longest single-owner life of any paper in the city. Those of our mothers and fathers who opened the Journal on the evening of September 28, 1896, read advertisements of such concerns as these: Hood's sarsaparilla, Carter's Little Liver Pills, Lydia Pinkham's Vegetable Compound, Lord & Taylor, Baumann Brothers (furniture), W. & J. Sloane, L. C. Bliss & Company (Regal shoes), J. & S. Bauman (furniture), Rogers Peet & Company, J. Baumann & Brothers, Pennsylvania Railroad, New York Central Railroad, Hudson River Day Line and Anchor Line.

Here are some sketchy but very vital statistics on the history of the New York press during this generation since the gay nineties:

Adoptions: Journal by William Randolph Hearst in 1895; Times by Adolph Ochs in 1896.

Marriage and birth: Morning and Sunday Journal. Begat New York American, October, 1902.

Departed this life: Evening and Sunday News 1907. (No relation to our lusty tabloid.) Marriage and birth: Morning and Sunday Press and the Sun, begat Sun-Press July 3, 1916.

Birth: News (this is it) June 26, 1919. (Doesn't seem so long ago, eh?)

Another marriage and birth: Morning and Sunday Sun and Herald. Offspring: Sun-Herald, 1920.

Ditto: Globe with Evening Sun, 1923—Sun-Globe.

Adoption: Evening Post by Cyrus H. K. Curtis, 1924.

More mergings and emergings: Evening Mail with Telegram, 1924—Telegram-Mail. Morning and Sunday Herald with Tribune, 1924—Herald-Tribune.

Birth: Mirror, 1924.

Birth: Graphic, 1924.

Adoption: Telegram by Scripps-Howard, 1927.

(Getting in deep on this vital statistics nomenclature—here's casting off into plain

English): That little deal of Scripps-Howard purchasing Morning, Evening and Sunday World (1931), discontinuing Morning and Sunday World, and combining Evening World with Telegram under name of World-Telegram.

We're moved to make a speech about the fifth anniversary of Parents' Magazine—but who are we to gild the lilies that Herbert Hoover (U. S.), Livingston Farrand (Cornell), W. F. Bigelow (Good Housekeeping) and Felix M. Warburg (American Association for Adult Education) have telegraphed to George Hecht to commemorate the occasion. Not often is praise more justly placed. But what we're hot about at the moment is the consistently gripping character of their promotion. The latest one, "Growing—or Going," portrays the drama of the evolution of a home. "Here is someone's home. . . . Like all homes everywhere it has gone through a certain cycle—a beginning, a growth and development, a pause at the peak, and then it just breaks up." That's just part of the story, and its application to Parents' Magazine in the purchasing picture is obvious. We recommend a reading.

You hear it on the street corners, at the sales conferences, in the commercial papers and in the speakeasies, viz.: "Business is good for those who are going out after it." Sounds reasonable to us, just as it did to the Osakis Concrete Products Company. The difference between them and a lot of the rest of us who believe that's true, is that they acted upon it. As one of the by-products of their industry, the Farmer received this the other day:

"Enclosed find check in payment of our account. The advertisements in the Farmer have been very satisfactory. We are running our two factories day and night, employing fifty men, and can't make the silos fast enough up to the present time."

Now, my hearties—go out and do likewise!

We hand it to The Western Home Monthly. They saw where the Canadian tariff situation might make a breach in the coverage

of Canada by American magazines and jumped in with both feet. They're directing a substantial amount of advertising copy to American manufacturers and simultaneously going national.

The Parents' Magazine announces that it will begin the publication of School Management in January, 1932. Circulation will be controlled, made up of 9,000 school superintendents, 40,000 principals and 1,000 school architects and professors.

The Haire Publishing Company has changed the name of its Pottery, Glass, Lamps and Housefurnishing Guide to the less unwieldy name China-Glass Guide.

Hounds at bridge had better seek out the nearest newsstand. It might be worth a great deal more than the price of Judge to get the details of a prize bridge contest being conducted by Judge and sponsored by General Electric. You might win a Stutz, an ocean trip, a completely equipped General Electric Kitchen or what-have-you.

As a mark of the acceleration of the refrigerator business the Electric Refrigeration News is being issued every week now, instead of bi-monthly as heretofore.

One of the reasons why the New York Sun is declaring its regular semi-annual dividend of 4 per cent on its preferred stock, is because June, July and August of 1931 showed gains in advertising over the same three months in 1930.

Forbes has just appointed Joseph H. McCuan, formerly of the Chicago Herald and Examiner, as its western manager. His office will be in the Tribune Tower.

Walter J. Merrill has been appointed advertising director of the Chicago Herald and Examiner. Mr. Merrill was formerly advertising manager of the New York World, and more recently of the general advertising department of the Hearst Newspapers, New York.

Personal Service and Supplies

Classified Rates: 50c a line of seven words; minimum \$3.00. No display
Cash Basis Only. Remittance Must Accompany Order

SALES PROMOTION

\$50 to \$50,000 DAILY SALES SECURED FROM our clients. This distributor took on a new specialty, retailing at \$60. His first purchase \$12. We submitted a sales program capable of national expansion. Within four years his sales were nationwide, running to \$100,000 monthly. 35 years salesmanship-in-print experience back of our campaigns. Submit sales problems for free diagnosis, 10 years Sales Promotion Manager, Larkin Co. James C. Johnson, 119 Woodbridge Ave., Buffalo, N. Y.

POSITION WANTED

SALES OR PROMOTION MANAGER WITH record for results; many years with national organization as salesman, instructor, accountant, systematizer and manager; \$6,000; best references. Address Box 319, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

AGENCY WANTED

SALEMAN WHO HAS REPRESENTED LEADING stamping manufacturer for many years in Michigan desires additional account. Well acquainted in automobile and allied industries. Address Box 318, SALES MANAGEMENT, 420 Lexington Ave., New York, N. Y.

EXECUTIVES WANTED

IF YOU ARE OPEN TO OVERTURES FOR new connection and qualified for a salary between \$2,500 and \$25,000, your response to this announcement is invited. The undersigned provides a thoroughly organized service of recognized standing and reputation through which preliminaries are negotiated confidentially for positions of the caliber indicated. The procedure is individualized to each client's personal requirements, your identity covered and present position protected. Established twenty-one years. Send only name and address for details. R. W. Bixby, Inc., 118 Downtown Building, Buffalo, N. Y.

"GIBBONS knows CANADA"

HISTORY

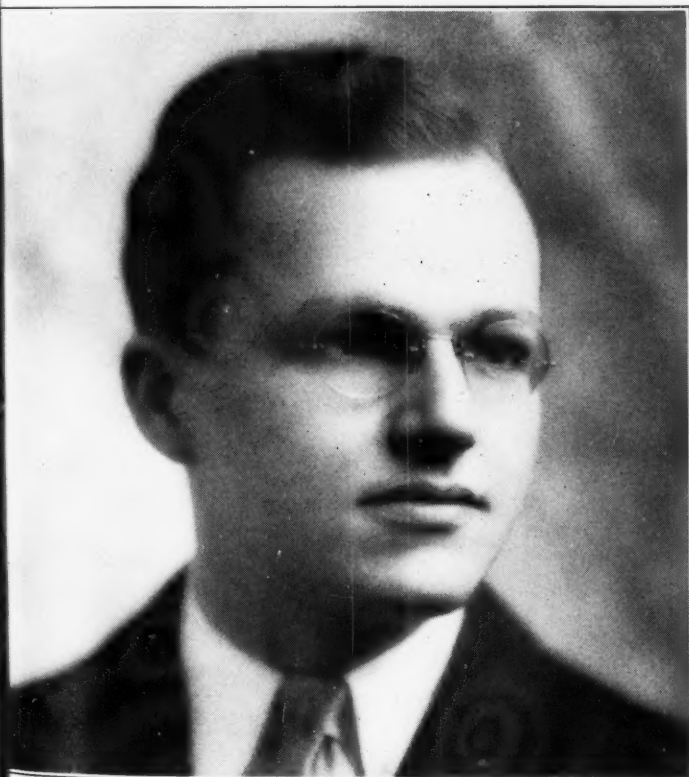
Basically, broadcasting is as old as Greek civilization. Centuries ago philosophers and statesmen molded the opinions of thousands from a dais in the forum. Down through the ages other, and less effective, methods of persuasion supplanted the human voice. Now, radio has brought back to selling the powerful influence of the spoken word. This is the reason for the prodigious success of broadcasting as an advertising medium. WLW is assuming successfully the role of "MOLDER OF OPINIONS."

50,000 Watts
700 Kilo.



Write for the
WLW Booklet

"THE NATION'S STATION"



EUGENE PERAZZO
(Organist)

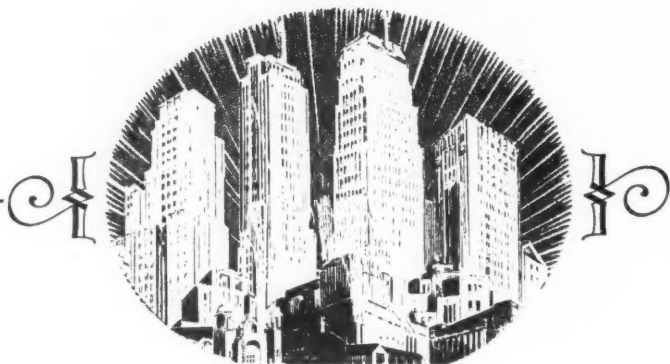


ARTHUR CHANDLER, JR.
(Organist)

THE CROSLEY RADIO CORPORATION

CINCINNATI, OHIO

August was Oklahoma City's 48th Consecutive \$1,000,000 Building Month



Oklahoman and Times Gain 7½% in National Linage in August

ON August 31st, Oklahoma City rounded out four years of unbroken construction activity, setting a record unequaled by any other city of comparable size in the United States.

During the 48-month period, more than \$82,000,000 went into construction work. The total for the first eight months of 1931 is already \$11,000,000. Oklahoma City ranked twelfth in the national building race for the first seven months of this year according to the national building survey of S. W. Straus & Co. Of the eleven cities ranking ahead of Oklahoma City, all are more than twice as large. Oklahoma City finished fifteenth in the 1930 building race.

Along with its continued remarkable building pace, Oklahoma City's economic condition has remained above average, too. That's why we say the Oklahoma City Market today is one of the nation's best sales territories. It bristles with sales opportunities for those who exert adequate sales efforts.

The most forceful, the most economical, the most profitable sales promoting mediums in this market are the Oklahoman and Times. National advertisers, in August, placed 7½% MORE lineage in the Oklahoman and Times than during August, 1930, and placed 16% LESS in Oklahoma City's third newspaper.

The Daily Oklahoman

Oklahoma Farmer-Stockman

Radio Station WKY

Oklahoma City Times

Representative E. Katz, Special Agency



